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Joint Warfare Capability Assessment - Final Report: Australian Joint Essential Tasks Volume 1

Anna McCarthy, Gina Kingston,
Kevin Johns, Ronnie Gori,
Paul Main and Ed Kruzins

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Joint Warfare Capability Assessment - Final Report: Australian Joint Essential Tasks Volume 1

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DSTO-CR-0293 Vol. 1

ABSTRACT

This document describes the main activities that were conducted under the Defence Science and Technology Organisation's Joint Warfare Capability Assessment task (JNT 01/003). The document provides information to support the future development and use of the Australian Joint Essential Tasks (AS JETs).

A key activity was the ADF/ DSTO collaborative development of a complete Australian Task List, as a means to offer a context for the evaluation of the Program of Major Service Activities (PMSA).

This report also articulates the potential role of the AS JETs to offer a joint context for force preparedness, the Defence Capability Program (DCP) and linking areas of ADF commonality with allied forces in coalition activities.

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Joint Warfare Capability Assessment

- Final Report: Australian Joint Essential Tasks

Volume 1

Executive Summary

In November 2000, at the request of J7 Headquarters Australian Theatre (HQAST), the Australian Defence Science & Technology Organisation (DSTO) embarked on a task to develop a list of Australian Joint Essential Tasks (AS JETs), covering the strategic, operational and tactical levels of command.

The objective of this request was to offer a context for the evaluation of the Program of Major Service Activities (PMSA):

- By capturing the full spectrum of Australian war fighting, remedying a current shortfall of the previously adopted US lists,
- Providing a linkage between Australia's Military Strategy and Single Service Doctrine, and
- Articulating Australian priorities at the joint level of war fighting.

The task has successfully developed a table of 520 joint essential tasks across three levels of command. The AS JETs have been mapped to elements of doctrine, to the International task lists, and to Military Response Options. The AS JETs therefore provide vital cross linkages to allied lists and highlights the relevance of Australia's tasks in a coalition environment.

The AS JETs capture 'what' tasks need to be performed; they do not dictate how any task should be executed or who should carry out the task. By definition, the tasks captured are joint and deemed essential to the execution of an operation. They are also intended to be enduring in that they capture how the ADF operates currently and might undertake joint operations in the future. The U.S., U.K., Canada and NATO military all have analogous lists of essential tasks.

The AS JETs development consisted of two main stages for each level of command. The first phase involved the synthesis of information from the allied sources of essential task lists and ADF doctrine to develop a draft version of the task list. With a relevant draft list as a template, the second phase of the AS JETs development was to workshop the proposed essential tasks in a series of stakeholder workshops. At the completion of the workshops a mature and ADF centric set of AS JETs was produced. The AS JETs will now be published as Annex G to the Australian Theatre Operational Preparedness Requirement (ASTOPR). This publication will result in the AS JETs being exposed to a wider military audience.

DSTO has developed a task list tool that maps the AS JETs to the international lists, allowing users to view the tasks lists and their relationship to the AS JETs. The task list tool also allows users to explore, search and maintain the AS JETs.

This report documents the initial work that has been done in the areas of validation and evaluation. However, much work still needs to be done. In particular, there remains a need:

- to validate the AS JETs;
- to develop conditions and standards for AS JETs to support the evaluation process; and
- to use the AS JETs for the evaluation of exercises and operations to gather information to develop a baseline of historical data to support evaluation.

The report also makes suggestions as to how validation and evaluation might be progressed.

It has been noted that the AS JETs offer a utility that might go beyond the immediate scope of setting a context for the PMSA. The AS JETs potentially also offers a context for preparedness, capability development and linkages into future joint war fighting concepts. Specifically the AS JETs therefore are extensible to provide support for:

- Development of Doctrine,
- Defence Capability Program,
- Military Response Options,
- The Australian Illustrative Planning Scenarios,
- Articulating Single Service Tasks from a Joint Perspective, and
- Relating Australia's Strategic Objectives collectively to all of the above.

Identifying and enumerating the 520 joint essential tasks has met a previously unfilled requirement within the Australian Defence Organisation.

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Abbreviations

ADF	Australian Defence Force
ADFAADS	ADF Analysis and Lessons Learnt Database
ADFAMS	ADF Activity Management System
ADFWC	Australian Defence Force Warfare Centre
ADHQ	Australian Defence Headquarters
ADMININST	Administrative Instruction
AIPS	Australian Illustrative Planning Scenarios
ALERTO	Alert Order
AMRO	Aggregated Military Response Options
AMS	Australia's Military Strategy
AO	Area of Operations
AQIS	Australian Quarantine and Inspection Service
AS JETs	Australian Joint Essential Tasks
ASNCE	Australian National Command Element
ASTOPR	Australian Theatre Operational Preparedness Requirement
C2	Command and Control
C3I	Command, Control, Communications and Intelligence
C4	Command, Control, Communications and Computing
C4I	Command, Control, Communications, Computing and Intelligence
C4ISR	Command, Control, Communications, Computing and Intelligence, Surveillance and Reconnaissance
CBR	Chemical, Biological or Radiological
CCIR	Commander's Critical Information Requirements
CDF	Chief of the Defence Force
CI	Counter Intelligence
CIS	Communications and Information Systems
CJTL	Canadian Joint Task List
COA	Courses of Action
COG	Centre of Gravity
COMAST	Commander Australian Theatre
COMSEC	Communications Security
CONOPS	Concept of Operations
CPX	Command Post Exercise
DACC	Defence Aid to the Civil Community
DCP	Defence Capability Program
DFACA	Defence Force Aid to the Civil Authority
DSTO	Defence Science & Technology Organisation
EW	Electronic Warfare
EXECUTEO	Execute Order
HQ	Headquarters
HQAST	Headquarters Australian Theatre
HSCD	Head Strategic Command Division
HSOD	Head Strategic Operations Division

HSPP	Head Strategic Policy and Plans Division
IO	Information Operations
JE	Joint Experiment
JETL	Joint Essential Task List
JETs	Joint Essential Tasks
JFAO	Joint Force Area of Operations
JIPB	Joint Intelligence Preparation of the Battlefield
JMETL	Joint Mission Essential Task List
JOECR	Joint Operational Estimate of Capability and Readiness
JTLT	Joint Task List Tool
LLR	Lessons Learnt Recommendations
LOC	Line(s) of Communication
MILSATCOM	Military Satellite Communications
MOE	Measures of Effectiveness
MOOCW	Military Operations Other than Conventional Warfare
MOP	Measures of Performance
MOS	Measures of Suitability
MRO	Military Response Options
MSE	Military Strategic Estimate
MSG	Military Strategic Guidance
MSPG	Military Strategic Planning Guidance
NATO	North Atlantic Treaty Organisation
NBC	Nuclear, Biological and Chemical
NDHQ	National Defence Headquarters
NGO	Non-governmental Organisation
NGS	Naval Gunfire Support
OPINST	Operation Instructions
OPO	Operational Preparedness Objectives
OPORD	Operation Order
OPSEC	Operational Security
ORBAT	Order of Battle
PJHQ	Permanent Joint Headquarters
PMSA	Program of Major Service Activities
POW	Prisoner of War
PSYOPS	Psychological Operations
PVO	Private Volunteer Organisation
ROE	Rules of Engagement
ROMO	Range of Military Operations
RSO&I	Reception, Staging, Onward Movement and Integration
SCG	Strategic Command Group
SOD	Strategic Operations Division
SPG	Strategic Planning Group
STRAPP	Strategic Planning Process
SWG	Strategic Watch Group
TBS	Theatre Baseline Study
TICEC	Timeliness, Integration, Conformance, Economy and

	Completeness
TRAC	Timeliness, Relevance, Accuracy and Completeness
UHF	Ultra High Frequency
UJTL	Universal Joint Task List
UK	United Kingdom
UN	United Nations
US	United States
VHF	Very High Frequency
WNGO	Warning Order

1. Introduction

In November 2000, at the request of J7 Headquarters Australian Theatre (HQA), the Australian Defence Science & Technology Organisation (DSTO) embarked on a task to develop a list of Australian Joint Essential Tasks (AS JETs), covering the strategic, operational and tactical levels of command. The AS JETs were developed as part of task JNT 01/003, Joint Warfare Capability Assessment. The intent of this work is to provide HQA a context for the evaluation of the major activities of the Program of Major Service Activities (PMSA) (Treloar 1999).

AS JETs are defined as those tasks that can or should be conducted in a joint environment, and which are essential to the preparation for, planning, and conduct of operations. AS JETs capture 'what' tasks need to be performed in a language common to all services. This is in line with the approaches of our allies, many of whom have developed analogous lists. Our major allies all have lists of joint essential tasks, The United States have the Universal Joint Task List (UJTL) (CJCSM 1999), Canada (CJTL 1999), United Kingdom (JETL 1999) and NATO. To enable interoperability with coalition partners, the AS JETs have been mapped to the US, UK, Canadian and NATO task lists.

While it would seem easy to adopt an existing task list, attempts to use the UJTL have not captured the full spectrum of Australian warfighting or the special circumstances of Australia and its strategic position. Part of the inconsistency between the US UJTL and the Australian approach to warfighting is the difference in magnitude between the size of US and Australian forces. There are also significant differences between the US and Australian doctrine, resulting in many of the US tasks not being directly relevant to Australian joint and combined operations.

From the beginning the process to develop the AS JETs has drawn upon the expertise of the Australian Defence Force (ADF). This has been in terms of developing relevant AS JETs and to elicit support of Joint and Component Headquarters. The development of the AS JETs was therefore a two-stage approach consisting of drawing together information from multiple sources, and then refining the AS JETs through a series of workshops attended by military domain experts. The workshops also served to include various stakeholder opinions and balance collective ownership of the product.

With the completion of the workshops, the strategic, operational and tactical AS JETs have obtained stakeholder approval. The AS JETs will now be published as Annex G to the Australian Theatre Operational Preparedness Requirement (ASTOPR) (ASTOPR 2003), which will result in the AS JETs being exposed to a wider military audience.

The AS JETs have links to Australian doctrine, Australian Military Response Options (MRO) and the international task lists. These links will need to be maintained to ensure their currency. There are, for example, more recent versions of the US and Canadian task lists, and the AS JETs' mappings to these will need to be updated.

In addition, there remains a need:

- to validate the AS JETs; (the process of validation is explored in Chapter 4.)

- to develop conditions and standards for AS JETs to support the evaluation process. (The evaluation framework is described in Chapter 5), and
- to use the AS JETs for the evaluation of exercises and operations to gather data to develop a baseline of historical data to support evaluation. (The application of the AS JETs to exercises and operations is discussed in Chapter 6).

Of the remainder of the report, Chapter 2 discusses how the AS JETs were developed and their relationship to doctrine and the international task lists. Chapter 3 outlines the DSTO Joint Task List Tool, a tool that allows the AS JETs and the international task lists, and their relationships to the AS JETs to be browsed.

The scope of the AS JETs is potentially much broader than providing a context for the evaluation of the PMSA (Simkin 2002). If the work is expanded the AS JETs could evolve into a task package with additional links into scenarios, preparedness and capability development. Chapter 7 lists some application areas where the AS JETs are currently being used. Chapter 8 lists several recommendations for the future developments of the AS JETs.

This report is divided into four sections in two volumes.

- The first section provides a detailed description of the AS JETs. Including the:
 - Rationale for developing the AS JETs,
 - Development process for the AS JETs,
 - Relationship of AS JETs to doctrine,
 - Joint Task List Tool,
 - Development of an evaluation framework for the AS JETs,
 - Validation of the AS JETs,
 - Use of AS JETs in the evaluation of exercises and operations,
 - AS JETs future directions.
- Second section, Appendix A, details the complete AS JETs (Annex A),
- The third section contains Appendices B-H relating to:
 - Validation,
 - Evaluation,
 - Resources expended in the development of the AS JETs,
 - Proposed changes to the AS JETs,
 - User documentation from the Task List Tool,
 - Selected results from Joint Experiment 2002,
 - Relationships between the Strategic, Operational and Tactical AS JETs.
- The second volume Appendix I, outlines the links between the AS JETs and the MROs. (RESTRICTED)

2. AS JET Development

2.1 Principles for Developing the AS JETs

The AS JETs are founded on four principles that tacitly guided their design:

- Joint
- Essential
- Enduring
- Containing relevant and current content

The AS JETs describe joint tasks, that is, tasks which require the contribution of two or more forces working together to achieve the desired outcome (ADFP 101 1994). Tasks are essential when they are non-discretionary tasks that are required for the conduct of an operation.

AS JETs are intended to scope the enduring quality of Australian tasks. They aim to capture how the ADF operates currently and might undertake joint operations in the future.

The AS JETs capture 'what' tasks need to be performed; they do not dictate how any task should be executed or who should carry out the task. These remain the province of doctrine and the concept of operations respectively (CJCSM 1999).

In addition to the design principles, there are two further design goals for future AS JETs' development; they should aim to be:

- Unique
- Hierarchical

The AS JETs should be unique in that, for a given level of command, a task only appears once in the task hierarchy. No tasks should be duplicated although some related tasks might appear in more than one place. The requirement for uniqueness is analogous to the US UJTL requirement that they be mutually exclusive, that is, that any task performed by any joint organisation or service unit will fit into only one place in the task structure (CJCSM 1999).¹ This design philosophy has structural implications; 'common' tasks were abstracted out of their natural parent task and were grouped together.²

The AS JETs are intended to maintain a hierarchical structure. A desirable property of a task hierarchy is that, for a high level task, its subordinate tasks, taken together, comprehensively define all of the activities in the higher-level task. Consequently, it

¹ There are two exceptions to this principle in the Strategic AS JETs. The AS JET Determine Information Requirements appears at MS 1.2.2, 1.3.2 and 1.4.2. The AS JET Issue CDF Orders appears at MS 1.3.4 and MS 1.4.4. Nonetheless, for the operational and tactical level AS JETs, the goal of uniqueness was strongly adhered to.

² An example occurs at TA 4.2 Conduct Manoeuvre. The tasks under TA 4.2 could also have appeared under TA 4.4 Conduct Military Operations other than Conventional Warfare and TA 4.5 Conduct War Fighting Operations.

should be possible to understand the full dimension and complexity of a task by examining its immediate subtasks (CJCSM 1999).³

2.2 Recognition of Essential Tasks and Development of the Lists

The AS JETs are divided into three areas that focus on each level of command within the Australian Defence Force. The high-level structure of the AS JETs can be seen in Figure 1, which illustrates the Strategic, Operational and Tactical Joint Essential Tasks (JETs). The tasks can be found in Appendix A.

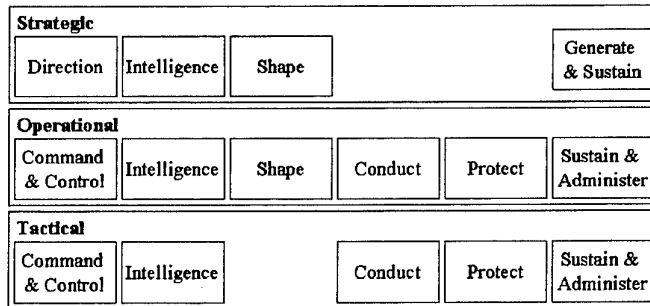


Figure 1 AS JETs Structure

The functional areas provide vertical linkages between the Strategic, Operational and Tactical AS JET levels. The functional areas were constructed from the balance between achieving:

- Australia's Strategic objectives (Defence 2000);
- Coalition level interoperability;
- Command and Control (J) structure of the ADF;
- Australian way of warfighting (Warfare 2002).

2.2.1 Strategic Level

Strategic level Joint Essential Tasks⁴ (JETs) deal mainly with policy development, long-term planning for the ADF and developing responses to changes in the regional situation. The Strategic level JETs can also act as a precursor to Operational level planning. Strategic (Series 1) JETs were developed in consultation with staff from Strategic Command, Force Structure and Guidance, Joint Logistics Command, Defence Intelligence Organisation, Strategic International Policy and Headquarters Australian Theatre. The Strategic JETs were developed through a series of workshops ranging September 2001 through till August 2002. They can be found in Appendix A pages 42 to 91.

³ Again there are two exceptions. TA 6.5 is Establish, Operate and Disestablish Interim Staging Bases, Forward Mounting Bases and Forward Operating Bases; TA 6.6 is Conduct Resource Management. In both cases, the child tasks are single service tasks, and hence do not appear in the AS JETs.

⁴ The term AS JETs refers to the entire task list across the strategic, operational and tactical areas of command; JETs refer to the functional areas of the AS JETs (eg, Command, Intelligence); and JET refers to individual joint essential tasks.

2.2.2 Operational Level

The Operational level deals with planning in theatre and associated infrastructure, objectives and managing resources. The Operational level JETs provide linkages between the Strategic and Tactical level activities. The JETs also provide direction for the Operational level planning. Staff from HQAST, Australian Defence Force Warfare Centre (ADFWC) and the component commands developed the Operational (Series 2) AS JETs. The operational level workshops were conducted between November 2001 and March 2002. They are listed in Appendix A pages 92 to 172.

2.2.3 Tactical Level

The Tactical level focuses on the generation, implementation and execution of plans within the operational area. The Tactical level provides the linkages into the single service tactical tasks. Single service tasks lists and doctrine contributed to the development of these tasks. Tactical level (Series 3) JETs were developed with staff from HQAST, the Component Commands and ADFWC. The Tactical JETs were developed between May and September 2002. They can be found in Appendix A pages 173 to 235.

2.3 Drafting, Refining and Constructing the AS JETs through Workshops

The AS JETs were developed in two main stages. The first stage was to develop an initial structure by drawing together information from multiple ADF and allied sources. The second stage involved refining the AS JETs through a series of ADF workshops, this also served to balance stakeholder opinion and integration.

1st Stage

The initial version of the AS JETs was developed by DSTO through the synthesis of information collated from a number of sources. These included:

- Current and emerging Australian doctrine and strategy, (ADFP 17 1994; ADFP 6 1998; ADFP 44 1998; ADFP 53 1998; ADFP 9 1999; ADFP 19 1999; ADFP 20 1999; ADFP 21 1999; ADFP 4 2000; ADFP 11 Supp 1 2000; ADFP 23 2000; ADFP 43 2000)
- Existing task lists both Australian Single Service task lists (CATDC 2001)
- International task lists (CJCSM 1999; CJTL 1999; JETL 1999)
- Historical Operational and Exercise data. (East Timor (LOAT 2000) and Tandem Express 2000 (Chin 2000; Chin 2001))

2nd Stage

With an initial AS JETs template, the second stage involving a series of workshops was launched. The aim of these workshops was to obtain and broker military input into the development of the JETs and to build consensus between the Joint staff from HQAST and component commands. Every workshop was chaired by a member of the military, and the majority of the workshops were conducted on a loose agenda, which encouraged open discussions.

DSTO facilitated and jointly ran these workshops. Representatives guided discussions and worked to gain consensus on issues. It was important to ensure that the end result

of these workshops represented how the ADF conducts operations and that the results of these workshops were relevant to the ADF. The Operational, Strategic and Tactical workshops were conducted on the following dates.

Operational Workshops

19th –20th November 2001: Initial Operational Workshop.
6th December 2001: General Operational Workshop.
17th –18th December 2001: General Operational Workshop.
7th February 2002: Army input into Operational Logistics Tasks.
7th March 2002: Final Operational Workshop.

Strategic Workshops

26th September 2001: Initial Strategic Workshop.
22nd March 2002: General Strategic Workshop.
3rd May 2002: General Strategic Workshop.
25th July 2002: Strategic Logistics Workshop.
8th August 2002: Final Strategic Workshop.

Tactical Workshops

15th May 2002: Initial Tactical Workshop.
25th July 2002: Tactical Logistics Workshop.
7th August 2002: General Tactical Workshop.
21st August 2002: General Tactical Workshop.
19th September 2002: TA 3 Workshop.
25th September 2002: Final Tactical Workshop.

The initial workshops focused on the structure of the AS JETs and the tasks to be represented at that level. The workshops, which followed, focused on the tasks to be represented at each level.

2.4 Relationships to Doctrine, MROs and Allied Lists.

It has been useful to map the AS JETs to doctrine as it often gives a clear indication of what tasks are executed during the course of an operation. Hence doctrine has been used during the AS JETs development process in two ways:

- Firstly, to seed and shape the AS JETs. Doctrine served as a source of information for determining the existence of AS JETs and their relationship to other AS JETs.⁵
- Secondly, where AS JETs have already been developed, doctrine has served as a means to validate the AS JETs. Many of the relationships between the AS JETs and doctrine have also been recorded within the AS JETs' descriptions. It has not been possible to complete all the mappings. The list of mappings between the AS JETs

⁵ For example, the Intelligence AS JETs were heavily influenced by the relevant ADFP publication ADFP 19 (1999). Intelligence, Defence Publishing Service.

and doctrine is shown in Table 1, where the prefixes MS, OP, TA refer to Strategic, Operational and Tactical AS JETs.

Table 1. Mapping of AS JETs to Doctrine

Number	Name	Mapped to Doctrine
	STRATEGIC	
MS 1	Direction	Yes
MS 2	Provide Strategic Intelligence	Yes
MS 3	Shape	No
MS 6	Generate Forces, Sustain and Administrative Support	Yes
	OPERATIONAL	
OP 1	Command	No
OP 2	Provide Intelligence	Yes
OP 3	Shape the Operational Environment	No
OP 4	Conduct Operations and Campaigns	Yes
OP 5	Provide Protection	No
OP 6	Provide Administrative Support and Sustain Operational Forces	Yes
	TACTICAL	
TA 1	Command and Control	No
TA 2	Provide Tactical Intelligence	No
TA 4	Conduct Joint Tactical Operations	No
TA 5	Protect and Defend	No
TA 6	Provide Combat Service Support	No

The AS JETs have also been mapped to the Military Response Options (MROs) contained within Australia's Military Strategy (AMS). The AMS describes the range of MROs that the Australian Defence Organisation may employ to meet government directed strategic outcomes (AMS 2001). The mapping between the AS JETs and the MROs outlines the joint essential tasks needed to be executed in order to accomplish each MRO. The mappings between the AS JETs and MROs appear in Appendix I, which is classified as Restricted. Generating these mappings proved to be an opportunity to validate the AS JETs, as several 'missing' AS JETs were identified during the mapping process.

Within AS JETs, mappings have been made between related tasks across the different levels of command. The aim is to show the structural relationships between the various JETs, see Appendix H. There are a small number of strategic tasks, which have corresponding operational tasks, and there are many operational tasks that have corresponding tactical tasks. There has been no attempt at this stage to map the relationships between tasks at the same level.

The AS JETs have also been mapped to the various international task lists. The links were made to support the development of the AS JETs and as an aid to interoperability for future coalition operations. The relationships, between the AS JETs and the US, UK, Canadian and NATO task lists have been documented, in the body of AS JETs

descriptions, and can be explored in the AS JETs Task List Tool Current Task's Relationships window.

2.5 Allied Essential Task Lists, UK JETL, CJTL, US UJTL

From the 21st of October through to the 2nd November 2002 representatives from the AS JETs team conducted visits to Permanent Joint Headquarters (PJHQ, UK), National Defence Headquarters (NDHQ, Canada) and Joint Chiefs of Staff (US). The main aim of these visits was to discuss / observe the use of their JETs and the linkages into preparedness and capability development.

UK

PJHQ has been operating with the UK JETs for about three years now. This list was developed to represent their force structure and their approach to warfare. The main focus of the UK JETs is on immediate operations, and long term planning.

PJHQ's main use of JETs is as an analysis tool for exercises. Each exercise normally outlines 5 major objectives. On average each objective has three JETs mapped to it. These are used as a basis for the evaluation of the exercise. Any issues and lessons learned during the course of the exercise are issues raised through the Joint Operational Estimate of Capability and Readiness (JOECR). Recommendations and possible solutions are made, as well as the identification of a command to handle the problem. The J7 branch at PJHQ follows up with Commands to ensure that these shortfalls are taken on board and rectified.

Initially PJHQ used JETs within exercises. However PJHQ are starting to integrate the use of JETs into the mission analysis and planning of operations.

CANADA

The Canadian Joint Task List (CJTL) tasks are capability focused and are closely linked into force planning scenarios and future planning. NDHQ uses their CJTL in two main ways. One is to structure the joint departments so that each department has the same criteria with which to operate. The other use for the CJTL is to translate tasks into capability, which makes it easier to link into such things as training and procurement. NDHQ uses the CJTL to link into force employment and capability development. This capability focus answers the "so what" test in relation to force employment.

Canada has developed a series of eleven Force Planning scenarios that are used to link their capability development and planning. These scenarios outline all the tasks to be conducted from Military Operations Other than Conventional Warfare (MOOCW) to warfighting tasks. They are similar in nature to the Australian Illustrative Planning Scenarios (AIPS). The force planning scenarios, together with the CJTL, can be used to define the relationship between capabilities and risk. The scenarios outline the type of environment and the type of resources required to meet each mission objective. The main benefit in using Force Planning scenarios in conjunction with the Defence plan is that they can be used to produce priorities and generate plans. These scenarios can be used to help identify what future capabilities and resources are required. In doing so they can be used to justify Defence expenditure.

Comparisons of the future and current status of the defence forces allows the senior leadership to prioritise and focus efforts today. With this information the leadership is

able to identify the cost of specific improvements to strategic capabilities. As a result NDHQ has developed a capability matrix that can be used to prioritise effort and allocate resources when and where they are required. The matrix compares the level of command against the CJTL functional areas. It can be used to give guidance on such things as training and risk management. Therefore the matrix provides information to senior management to assist with long-term strategic guidance and future force development

Subject matter experts developed two matrices that contain representations of future and current capabilities for NDHQ. The matrix engages a traffic light system, see Section 5.4.2, which is used to demonstrate the status of each area. Comparison of the two matrices illustrates the gap between current and future capability requirements. NDHQ has developed a tool that contains these matrices and also contains information on programs being undertaken in relation to any gaps that exist. The matrices were developed with the assumption that capability programs will deliver in line with the forecast rate. Currently the capability programs are 15% under-funded so the projections made in the matrices are optimistic at best.

USA

The Universal Joint Task List (UJTL) has been used to aid the development of planning requirements for joint exercises since 1993. It was developed specifically for training but is now being linked into readiness and preparedness reporting and capability development. The UJTL represents a common way to articulate mission requirements. The US has developed a keystone concept "Joint Vision" that sits above the US UJTL. Joint Vision outlines everything from MOOCW to nuclear warfare, which represents the range of military operations (ROMO) for a joint force. ROMOs are a series of scenarios that can be used to define and outline operations and missions. These scenarios outline capabilities against which it is possible to train, which can be used to justify spending. Each ROMO is mapped to the appropriate Operational UJTL tasks. They include descriptions of what the joint forces need to be able to do to complete a mission. Currently the ROMO scenarios illustrate the differences between technical capabilities. They can be used to demonstrate how well a new capability would apply against these scenarios.

Readiness reporting relating to the ROMO scenarios is conducted on a quarterly basis. By mapping the UJTL across each of the ROMOs, common UJTL tasks can be easily identified. This information can be used to highlight capability development issues and allow for priorities to be assigned to each of the tasks. The US is currently trying to design a system that reports upward from component commands' Mission Essential Tasks through the Joint Mission Essential Tasks and ultimately up through the UJTL. They want to develop assessment tools to sit alongside each scenario so that they can be used to report against readiness.

3. Joint Task List Tool

The Joint Task List Tool is software developed by DSTO that provides users with a powerful means by which they can explore, search and maintain not only the Australian Task List but also view other countries' task lists and the relationships between them.

The tool offers:

- Views of the US UJTL, CJTL, UK JETL, NATO, AS JETs;
- Cross References between AS JETs and the other lists;
- Facility to browse through the task list;
- Ability to maintain the task list.

The DSTO Joint Task List Tool (DSTO JTLT) was developed to support discussions relating to interoperability between the ADF and its allies. It does this by providing a visual interface by depicting each task within the context of the task list. The task list tool also facilitated the development of the AS JETs by allowing the developers to explore the task lists of other countries. These included NATO's Task List, the United States' Universal Joint Task List (US UJTL), the United Kingdom's Joint Essential Task List (UK JETL) and the Canadian's Joint Task List (CJTL). The DSTOJTLT has proven to be a valuable cross-referencing tool.

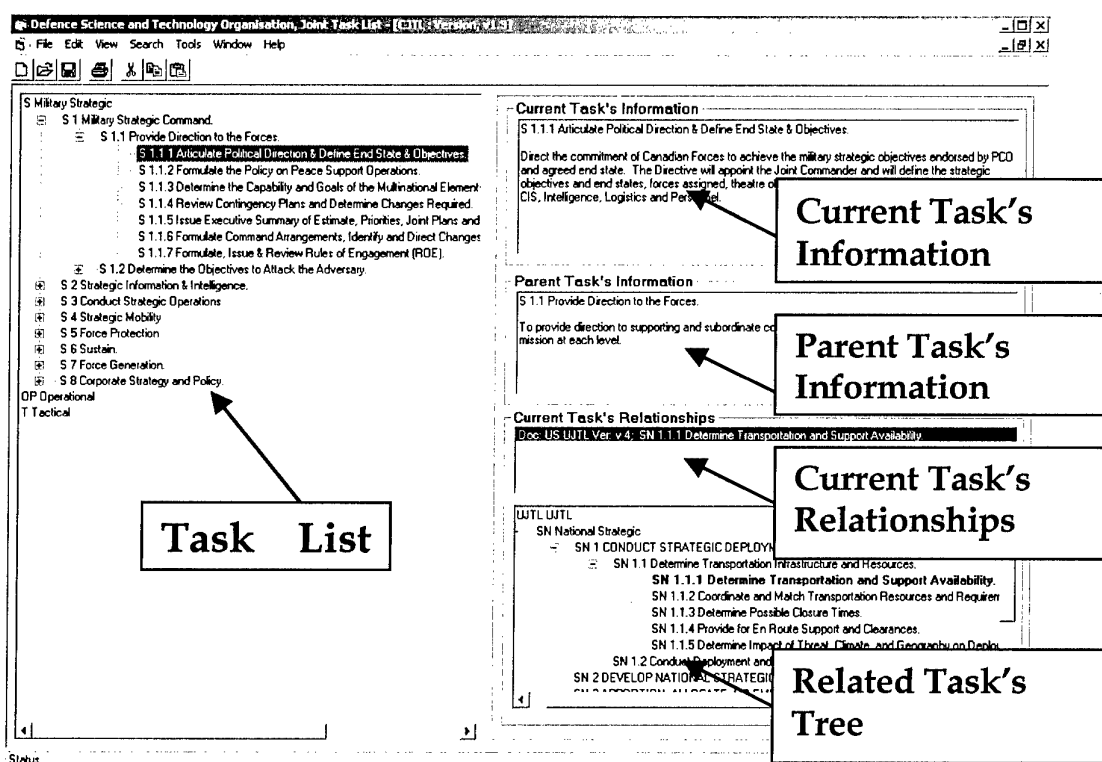


Figure 2 Task List Window

Figure 2 shows the main window of the task list tool. This window is divided into two sections. The left section features the Task List tree of the selected task list. The right section (from top to bottom) features the Current Task's Information, the Parent Task's Information, the Current Task's Relationships and the Related Task's Tree.

The left pane of the tool, depicting the Task List Tree, allows the user to view each individual task within the hierarchical structure of the list in a tree format. This allows the user to see how tasks fit into the structure of the task list, which tasks are closely associated and under which functional area the task resides as well as any subordinate tasks.

The current tasks information and definition are available within the Current Task's Information pane. Here the requirements and specifications of the task are articulated. This pane also allows for the inclusions of other pertinent details. These may include mappings to Australian doctrine.

A feature of this application is the ability to relate individual JETs to corresponding tasks from the international task lists, where they exist. This feature can also be used to view the structure of the corresponding section of the international lists; this information appears in the Related Task's Tree pane. The main advantage of this feature is that it facilitates increased interoperability between Australia, NATO, US, UK and Canada. This facility gives users a greater understanding of the related task lists structure, context and functional areas.

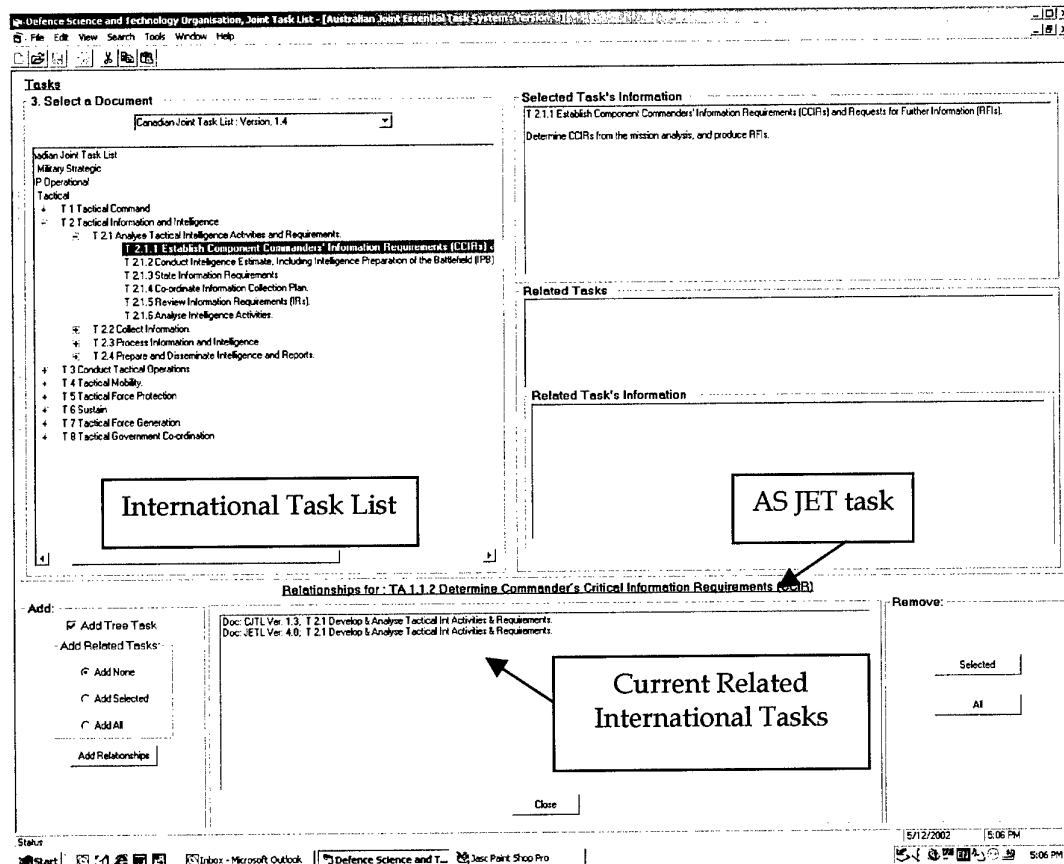


Figure 3 Task Tool Relationship Window

The JTLT also has the ability to add, delete and edit countries, documents, tasks and relationships to the task lists contained within the tool. Figure 3 shows one such window which allows users to create relationships between tasks in different task lists.

In the future, the AS JETs should be maintained by a single organisation within Defence. Hence there should be no need for other users to these advanced features of the tool. For this reason, they are not discussed within this report.

4. AS JET Validation

The next stage in the AS JETs development process is to validate the tasks against exercises, operations and experiments. The aim of the validation process is to compare the AS JETs against the activities that occur to see if they accurately represent what is occurring. It also allows for the identification of any redundancies and deficiencies within the AS JETs.

There are two main approaches that have been considered as mechanisms to validate the AS JETs. These are retrospective mapping and the use of a checklist.

4.1 Retrospective Mapping

Retrospective mapping involves the mapping of the AS JETs to scenario documents, transcripts and any decisions and plans completed during an exercise or operation. It is then possible to map the AS JETs into these documents. In order to do this effectively it is important that the person conducting the mapping is familiar with the exercise, operation or experiments' events. Below is an example of some retrospective mapping that was conducted during Joint Experiment 2002.⁶

Action: "Determine Location of and Movements of KA air forces."

Mappings:

- OP 2.2.5: Provide Operational Reconnaissance and Surveillance.
 - Direct Mappings.
 - OP 1.1.1: Review Current Situation.
 - OP 1.1.2: Determine Commanders Critical Information Requirements.
 - Implied Mappings:
 - OP 2.1.2: Establish Intelligence Requirements.
 - OP 2.1.4: Assign Collection Tasks and Allocate Intelligence Resources.
 - OP 2.3.4: Identify Operational Issues and Threats.
 - OP 2.4.1: Provide Intelligence for the JFAO.

Figure 4 Example of Retrospective Mapping

The main advantage of retrospective mapping is that it can be conducted at any time. Rather it is designed to see how well the AS JETs can be reverse engineered to the outputs from the exercise. It is possible to compare the results from pre-emptive mapping to retrospective mapping. This enables users to see how well their projected outcomes matched the conduct of the exercise. The main shortfall of this validation approach is that it is a time-consuming, detailed process. The other is that retrospective mapping requires users to have a detailed knowledge of the AS JETs.

⁶ Direct mappings represent the tasks that actually occurred. While implied tasks represent tasks that would have had to be completed in order for this task to occur and weren't observed.

4.2 Checklist

The use of a checklist is perhaps the most effective mechanism for the validation of the AS JETs. By using a simple checklist the observers of the activity are able to quickly record any major decisions and events as they occur. An example of the checklist can be found in Appendix B.

One advantage of using the checklist to validate the AS JETs is that observers do not need to have a detailed knowledge of the AS JETs. However they do need to have some knowledge to map the AS JETs to the information collected in the checklists. The use of the checklist provides users with a list of trigger questions to utilise in the observation of the activity. The third benefit of this mechanism is that the checklist does not rely on a storage mechanism for large amounts of data nor does it take a lot of time to map the tasks to the events. The results of the checklist analysis should also indicate what tasks were exercised, what tasks weren't exercised and if there were any activities undertaken that weren't included in that list.

The main disadvantage of using a checklist is that it is often hard to track such things as informal meetings, emails and phone conversations. It may be possible to read through emails at the end of each session to track major events. The use of surveys can help to track the information that is discussed over phone and through informal meetings.

4.3 Validation and its Effect on the AS JETS

Currently the AS JETs have been successfully used in Joint Experiment 02 (Tailby, Beck et al. 2002) and by the Theatre Baseline Study (TBS) (TBS 2002). As the AS JETs development is still immature, further use of the JETs may result in a number of proposed changes being identified. Some of the current proposed changes are listed in Appendix E.

It is recommended that any future ASJET revisions be put through a series of stakeholder workshops. The first of these workshops should occur in June 2003; the deadline for changes to the next version of the ASTOPR is July 2003. These workshops should continue on an annual basis until Talisman 2005.

5. Evaluation Framework

A key function of the AS JETs is to provide a context for the development of an objective evaluation or analysis framework. Objective evaluation should highlight strengths, weaknesses or areas of concerns during operations or exercises for military planners.

The AS JETs are currently being extended to include a set of measures; these collectively are known as conditions and standards⁷ and can be used for evaluation / analysis purposes. These measures are being developed to form an objective basis for effective exercise or operational analysis in the future. This is not peculiar to the ADF as contemporary militaries notably those of our allies, the U.S.A and the U.K., have developed similar measures corresponding to their own task lists (JMETL 2002).

⁷ Conditions and standards are elements of a metric that will be discussed in more detail in section 5.1, 5.2 & 5.3.

Traditionally evaluation has focused on determining whether the outputs of an exercise met expectations. This remains of fundamental importance, and measuring or analysing outputs against some set of criteria is still the cornerstone of evaluation.

To aid the evaluation process, an extension to the current evaluation methodology is offered based upon the AS JETs as part of a process to achieve particular outputs. This is important, as the quality of the inputs can be crucial to the quality of the net assessment (Kingston and Johns 2002). The following diagram illustrates the linkages between AS JETs, conditions, standards, criteria and process.

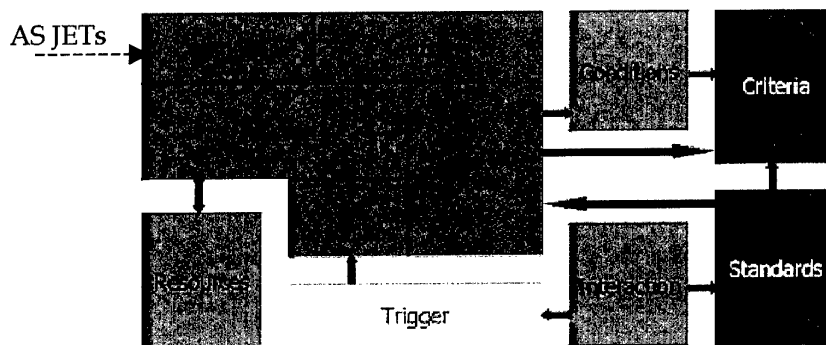


Figure 5 AS JETs – a Task Model

In order to extend this process of evaluation we have adopted criteria that aid the process evaluation, including:

- Input and Output evaluation - Timeliness, Relevance, Accuracy, Conformance (TRAC),
- Process evaluation - Timeliness, Integration, Conformance, Economy and Completeness (TICEC).

These definitions are expanded upon below or can be referenced in Clarke and Moon (2002; NATO 2002).

5.1 Current ADF Approach to Evaluation

The underlying issue with evaluation was (and to some extent still is) the lack of clear higher level guidance stating why exercises were / are conducted and what the ADF wants to find out about its ability to meet strategic guidance by conducting exercises (Tyrell 2002).

As mentioned elsewhere, one of the functions of the AS JETs was to set in place a framework set of measures that could be used for evaluation purposes. Prior to this, evaluation and exercises tended to be focused upon meeting training needs and objectives. Generally, evaluation, when it was conducted, relied upon subject matter experts, who looked for strengths and weaknesses in whatever exercise was being conducted at the time and made subjective judgements without relying upon pre-determined conditions and standards (Tyrell 2002).

It is proposed that the use of the AS JETs in exercise design and exercise evaluation will address these issues. The Australian evaluation doctrine is being rewritten to incorporate the use of AS JETs (Defence 2003). A stylized representation of the process envisaged by HQAST (Doll 2002) is given in Figure 6.

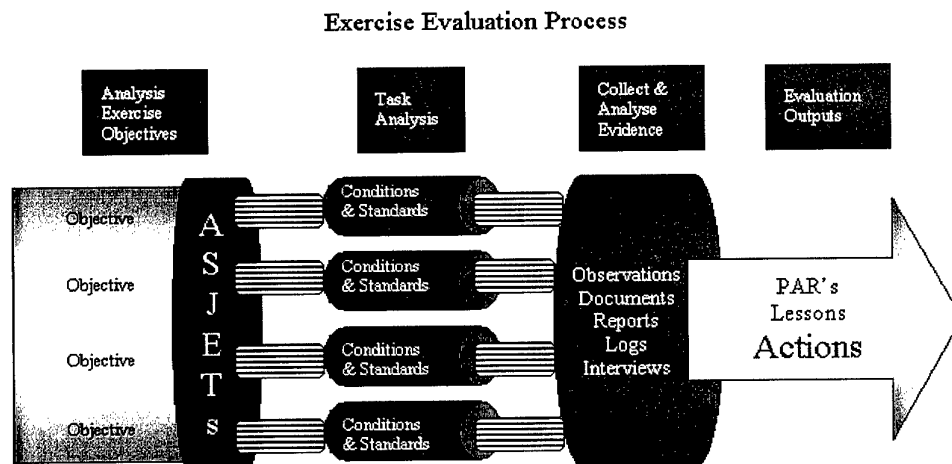


Figure 6 AS JETs Driven Evaluation

In the context of the PMSA, it is expected that during the planning of a training activity, the JETs to be exercised and evaluated will be selected; this is the first stage of the evaluation process. The second stage is to collect raw information, and selective assessments during the training activity. In the third stage, results are analysed and values for measures are determined. The final stage, net assessment, is the consideration or consolidation of all of the measures associated with a JET to determine whether or not the performance of the JET was satisfactory. Part of the ADF's enthusiasm for the AS JETs stems from their desire for a set of measures, conditions and standards that reflects a rigorous framework and evaluation methodology (Tyrell 2002).

5.2 Conditions and Standards

Conditions are variables of the environment that affect performance of tasks. Standards express the degree to which a joint force must perform a JET under specified conditions and are part of the immediate situation or mission context in which a task must be performed (JMETL 2002). The AS JETs, as explained in the introduction, are analogous to the US UJTLs, which describe what tasks are to be conducted in a joint environment under a given set of circumstances.

Standards are to be established for each JET and they express the degree to which a joint force must perform a JET under a given set of conditions. Standards consist of two

parameters: measure and criterion. Measures are directly related to tasks. For instance, TA 2.2 says: "Collect Information and Intelligence" One possible measure (theoretical example only) could be the number of messages intercepted per hour. The more messages intercepted could be interpreted as an indication of higher than normal activity. However, more than one measure could be applied to TA 2.2 and all of them would allow analysts to distinguish among and describe different levels of task performance.

A criterion defines what is an acceptable level of performance. For instance using the hypothetical standard associated with TA 2.2 a performance criterion for that standard might be: "a minimum of 10 intercepted messages per hour". Hence, the following can be attributed to standards:

- A standard can consist of either a single measure and a corresponding criterion or multiple measures and associated criteria.
- Standards do not specify who will perform the task. Standards for a single JET will not normally have to be met by a single joint force component. In many joint operations, several elements of the force may be assigned to carry out the JET.
- Measures should be selected that reflect the way in which the task contributes to mission success and this will tie the JET standard to the mission.

In order to conduct net assessment, a method of assessing measures is required. The approach proposed here is to utilise a generic set of performance criteria that can be readily understood.

The execution of each JET may be thought of as a process to achieve particular outputs or outcomes from given inputs. The US UJTL (CJCSM 1999) states that measures should be focused on the outputs or outcomes of a task, or its process. Consideration must also be given to the conditions under which the task was conducted, including the availability of resources for each JET.

5.3 What Makes a Good Measure?

Measures within military spheres are traditionally associated with Measures of Performance (MOPs), Measures of Effectiveness (MOEs) or Measures of Suitability (MOS); however there has not always been uniformity of agreement on strict meanings. Sproles (1996) says: "A MOE will tell how well the system does, what the stakeholders wanted it to do. An MOP will tell you what the system is capable of doing even if this is not what the stakeholders want it to do." Sproles goes further onto say that performing well at a task is not the same as being effective, and illustrates with an example of a piece of equipment that performs correctly but is not effective (Sproles 1996) as described in Section 5.2.

The term measure has several meanings and as stressed above uniformity is difficult, and further it may not always be appropriate to quantify all measures (see Appendix C). Historically measures are classified as MOEs (how well an objective is met) or MOPs (what it does) and it is not always possible to distinguish between the two so the intent of the person formulating the measure is crucial in making a distinction (Sproles 1996).

A possible way of avoiding the pitfalls associated with MOEs and MOPs has been adopted by the U.S. and U.K. militaries by specifying standards of indicators for performance and effectiveness. Within AS JETs we have adopted the use of the terms conditions, standards, measures and criteria.

5.4 Developing Measures

Clarke and Moon (2002) describe metrics at lower levels that may be readily amenable to evaluation. Nonetheless they could be used to assess higher-level attributes such as timeliness, relevance, accuracy and comprehensiveness of information. For example Clarke and Moon use metrics such as speed of service, latency and shelf life when evaluating information. These metrics can be aggregated to help assess timeliness.

Several measures have been outlined with the categories of Timeliness, Relevance, Accuracy and Completeness (TRAC). As mentioned above we have taken the TRAC definitions as being appropriate for assessing JET processes.

Measures described in this document engage the use of the TRAC methodology for inputs and outputs. For the AS JET evaluation process we will apply the TICEC methodology (Timeliness, Integration, Conformance, Economy and Completeness) discussed above. For more details on TRAC and TICEC see Appendix C.

5.4.1 Measurement Criteria

Evaluation is used for a variety of purposes, for example:

- to monitor progress; to determine whether or not objectives can be achieved;
- to assess the suitability of new processes, systems or structures;
- or to identify deficiencies or dependencies.

Each of these purposes has different evaluation requirements – including the focus of the evaluation (eg people, organisations, processes, systems) and rigour required. Evaluation may be limited to determining which activities have been conducted, or be based on subjective, repeatable subjective, or objective measures.

While rigorous evaluation is often seen as the most desirable and reliable, it is also the most expensive, so a risk-managed approach is required. The approach needs to take into account the purpose of the evaluation, the time and results of the last evaluation, the correlation between measures – both subjective and objective, the changes (both internal and external) since the last evaluation, and the available resources to conduct the evaluation.

5.4.2 Traffic Lights

It is proposed that the evaluation approach will show the health of an organisation, after the evaluation of an exercise or operation, by using the AS JETs' wall-chart to display the results against an identifiable structure. Measures are categorised into measurement criteria and the results are summarised against their criteria.

As shown in Figure 7, the standard traffic light system is used where *green* for satisfactory, *yellow* for marginal and *red* for unsatisfactory, is extended by grey for not conducted and black for not assessed. The use of the traffic light system in conjunction with the AS JETs hierarchy provides an ability to drill down from a high-level view to lower level views. The AS JETs layers showing only the functional areas can be used to present a summary of the results, with more detailed results available for each functional area as shown in Figure 7 below.

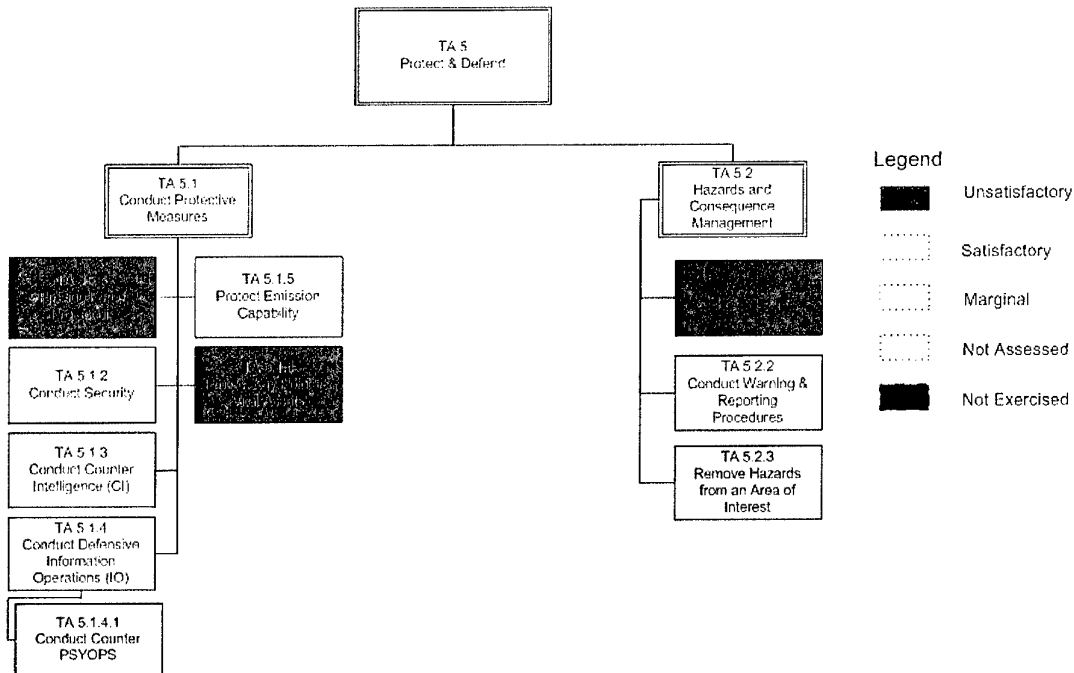


Figure 7 Sample Traffic Light Diagram

6. Experimentation & Application to Exercises

6.1 Background

While AS JETs were developed to support the Program of Major Service Activities it has been applied to experimentation (Tailby, Beck et al. 2002).

The AS JETs can be used in two main ways in exercises:

- Design of exercise and experiments. The use of JETs here ensures that the exercise or experiment will actually test all of the proposed capabilities.
- Evaluation of exercises and experiments.

The AS JETs can be used to give an indication as to the types of tasks that were completed, the conditions in which they were undertaken and the standard that was achieved. The advantage of using AS JETs, together with the conditions and standards that will be developed, is that it potentially gives organisers an objective view of the success of the experiment or exercise.

6.2 AS JETS and Joint Experiment 02

The AS JETs were used within the Joint Experiment (JE) Series conducted during 2002 as a part of the Defence Experimentation Framework. The experiment was set in the 2017 timeframe and aimed to test the utility of Concept Development and Experimentation programs for whole of force development.

The AS JETs were used within the JE 02 framework in two main ways: the first being to identify how well the AS JETs could translate into the scoping activities outlined for the experiment. The second was as a framework against which the activities of Joint Experiment 02 could be evaluated.

The AS JETs mapped in well with the Capricorn scenario that was used in JE 02. There were no major areas that weren't covered by the current version of the AS JETs. The corresponding AS JETs mapped to the Capricorn Scenario can be found in Appendix G.

The AS JETs were also used to provide a framework against which the activities of Joint Experiment 02 could be measured. The AS JETs outlined a series of standards, conditions and measure of performance for the tasks. This framework allowed analysts to measure how well participants performed during the experiment. Effective evaluation of experiments and exercises may give an indication of any skill sets that may need to be better developed in the future.

6.3 AS JETs and CROCODILE Exercises

An informal intention of the Crocodile 03 exercise was to use the AS JETs in conjunction with Phase 1, that is, the Strategic Command Post Exercise. Though the first two stages of the exercise were cancelled, it is expected that the AS JETs will be used in Phase 3 (Tactical) phases of the exercise and possibly future exercises of the Crocodile series.⁸

There were two main objectives for the use of AS JETs during Phase 1 of Crocodile 03:

- The first was to test the evaluation framework, which is being developed to complement the AS JETs.
- The second was to validate some of the strategic level AS JETs.

The AS JETs may be applied to the CROCODILE series and PMSA activities. From a PMSA perspective Figure 8 describes the relationships between AS JETs, Aggregated Military Response Options (AMRO), net assessment and subsequent advice to Defence committees. This is an example of the potential value of AS JETs in assessing the contribution of ADF activities to Australia's Strategic objectives.

⁸ For example AS JETs support the immediate strategic planning process (part of the STRAPP – ADFP 9).

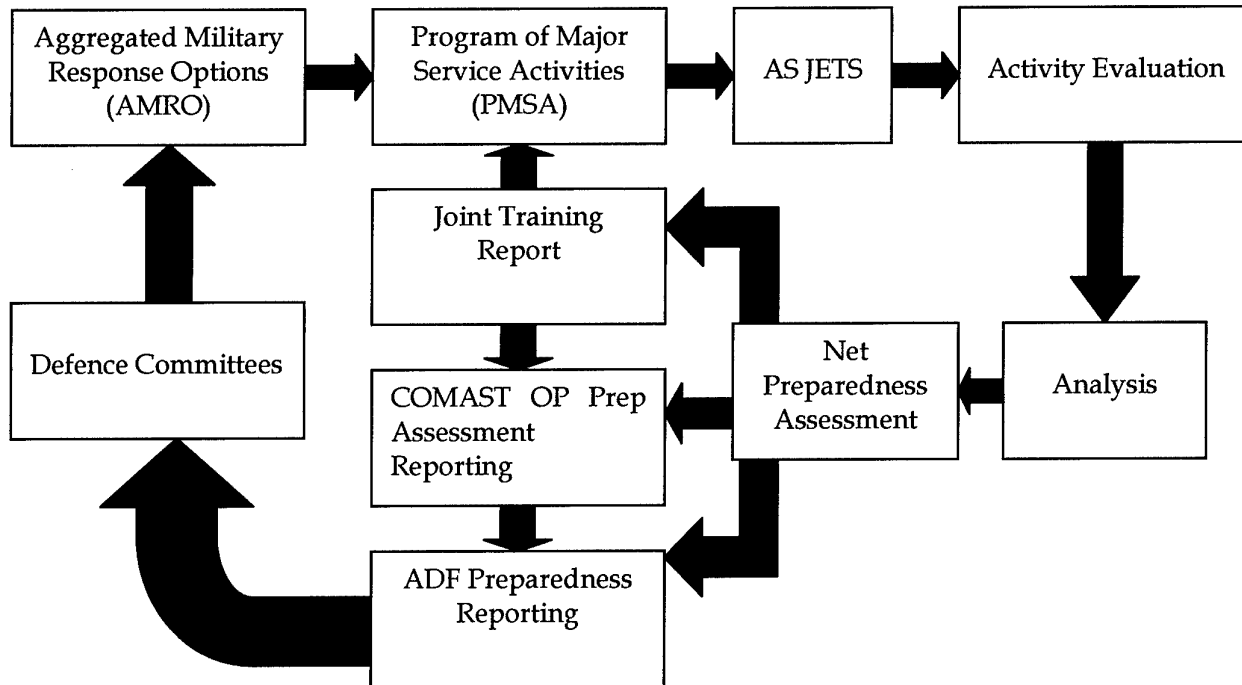


Figure 8 AS JETS and the Joint Performance Evaluation System

7. Anticipated Outcomes from Applications

The original intent for the AS JETs as envisaged by the J7 HQAST was to provide a context for evaluation of the PMSA. The AS JETs are also being adopted by J5 HQAST and a number of areas throughout the ADF and DSTO. Potential application areas include:

- Preparedness
- Capability Development
- Support to Joint Warfighting Concepts
- Force Level evaluation
- Theatre Baseline Activities

7.1 HQAST's Operational Preparedness Requirements

The AS JETs have been included as Annex G within the ASTOPR (HQAST's Operational Preparedness Requirements). The aim of the ASTOPR is to detail individual readiness requirements of force elements across the three services. The readiness requirements allow force elements to respond to the operational preparedness objectives. The ASTOPR is managed by the J5 branch and reviewed quarterly. (Singleton 2002)

The ASTOPR was published on January 1 2003 and will be reviewed by June 30 2003 (Singleton 2002).

7.2 Amphibious Capability Development

The J5 branch, HQAST under direction from Commander Australian Theatre (COMAST) is using the AS JETs as a tool for development of the ADF's amphibious capability. With assistance from DSTO the relevant AS JETs were selected across the three levels of warfare. As a precursor to the assessment of the amphibious capability the conditions and standards for each of these JETs are being developed. They will then be used to assess the amphibious capability for acceptance into service of the Landing Platform Amphibious (Morrell 2002).

7.3 AS JETs and the Joint War Fighting Concept.

The Joint War fighting concept outlines how the ADF conducts joint operations. Links between the AS JETs and the Joint War fighting concept have been made as the AS JETs outline what tasks need to be conducted at each level of warfare. In doing so this has linked the AS JETs into doctrine. Currently the document is focused around campaign planning, however it is currently being re-written to have a much wider focus (Hingston 2002).

7.4 Theatre Baseline Study

The Theatre Baseline Study (TBS) team investigated the validity of combining AS JETs and the Theatre baseline evaluation methodologies, into an overarching task whose aim would be to develop a war fighting principles based theatre evaluation capability. The investigation found that collaboration between teams would be beneficial in deriving both common and unique metrics, standards, and conditions for TBS and AS JETs evaluation methodologies, and that an explicit way of linking the two methodologies should be developed. This enhanced evaluation framework would extend from aggregated assigned force outcomes up to joint command and planning processes, thereby providing a whole of force domain through which to assess Theatre capability (Richer 2002).

7.5 New Air Combat Capability

The New Air Combat Capability (previously known as Air 6000) project is utilising the AS JETs in their work. This project has selected several of the Australian Illustrative Planning Scenarios (AIPS) and is mapping the AS JETs to them. The aim of this mapping is to outline the tasks that need to be completed in order to meet these scenarios. This work aims to link AS JETs to capabilities and to identify the equipment required to complete these scenarios (Quinn 2002).

7.6 SEA 1442

The AS JETs are also being used in support of Project SEA 1442, which is seeking to modernise the Navy communications and information systems architecture. Currently DSTO is providing analytical support including a computer data modelling initiative to apply the Defence Architecture Framework to help articulate the target mobile maritime communications architecture. It is proposed that the AS JETs could provide a useful construct upon which to base part of their model taxonomy. The notion of Mission Capability Packages and the US Universal Joint Task List are important planks in the

approach of the US Navy using the US Command, Control, Communications, Computing and Intelligence, Surveillance and Reconnaissance (C4ISR) Architecture Framework to support their architectural analysis. Investigations are underway to see if a similar approach could be utilized in Australia for Project SEA 1442 and other projects impacting on the Defence Information Environment. In the process of testing this approach, it is considered preferable to use concepts and constructs already in use or being developed elsewhere in Defence rather than creating sample ones for illustrative purposes only (Hue 2002).

8. Future Directions

The following outlines a series of recommendations for the continued development of the AS JETs and the system that surrounds them. The current proposal for extending AS JET's development includes:

- Further engineering and maintenance of the AS JETs,
- Further development of the task list tool,
- Validation,
- Development and refinement of evaluation and metrics.

8.1 AS JET's Engineering and Maintenance

The AS JETs were released as Annex G of the ASTOPR on January 1 2003. It is recommended that the development of the AS JETs should be frozen for the next six months. By freezing task development it will be possible to distribute the JETs to the ADF for use and review. Any feedback received as a result of this distribution can be used to refine the AS JETs at the end of this period when the ASTOPR will be reviewed. The AS JETs should then be reviewed on an annual basis until 2005, after which review should occur every two years. This review process is necessary to ensure that the AS JETs remain consistent with evolving doctrine, war fighting practices and international task lists.

8.2 AS JETs Task List Tool

DSTO has produced a prototype task list tool that contains some features that would be necessary to support the AS JETs. As described above this tool increases our interoperability with our allies by demonstrating the linkages between their JETs and our own. Future versions of this tool may include the linkages into:

- Doctrine,
- Military Response Options (MROs),
- Australian Illustrative Planning Scenarios (AIPS),
- ADF Activity Management System (ADFAMS) / ADF Analysis & Lessons Learnt Database (ADFAADS),
- Single Service Tasks,
- Relationships between and within the AS JETs,
- Program of Major Service Activities,
- Information on when individual JETs were last exercised and their perishability.

Future versions of the tool may also include capability to develop measures and metrics for operations, as well as a detailed reporting mechanism.

8.3 Validation and Evaluation of the AS JETs

As was described previously, selected AS JETs have been successfully validated through Joint Experiment 02. The next opportunity to validate the AS JETs and to test the evaluation framework is during Exercise Vital Launch, February 2003, followed by Phase 3 of Crocodile 03 that is occurring late 2003. Vital Launch, Crocodile and other military exercises provide a perfect opportunity to document how well the current AS JETs represent what takes place during an exercise. These exercises offer essential tests that lead the AS JETs closer to a complete cycle of evaluation, if it is to be endorsed for official usage.

While the AS JET tasks have been developed, the evaluation framework to complement the AS JETs is still to be completed. This framework should include a series of metrics, conditions and standards that can be used in conjunction with the JETs. The evaluation framework needs to be trailed through exercises and experiments. Once again the exercises such as Crocodile and Joint Experiment provide forums through which this may occur.

To fully support future evaluations, additional effort is required to validate all of the AS JETs and to develop and validate conditions and standards for each JET. The completion of this process should see the AS JETs development reach a stage of maturity and completion. As the AS JETs become more mature and stable, their use throughout the Australian Defence Organisation will be facilitated.

8.4 Recommendations for Extension into Preparedness and Capability Development

The linking of the AS JETs to the PMSA will ensure that they will be used in the development and evaluation of exercises. It is apparent that the AS JETs have much broader applications into the areas of capability development and preparedness. This is the result of the requirement for an objective evaluation mechanism for preparedness and readiness. Currently the AS JETs are linked into the preparedness cycle through the ASTOPR; however this link is weak and needs to be further developed.

The link between the AS JETs and capability development needs to be established. Two DSTO tasks, New Air Combat Capability and SEA 1442 (refer to Sections 7.5 and 7.6 respectively) use AS JETs to enumerate the tasks that need to be executed for a given Australian Illustrative Planning Scenarios (AIPS), which outline the tasks the ADF needs to be able to undertake. This process may be streamlined by mapping the AS JETs directly into the AIPS. Linking the AS JETs to the AIPS would have the additional benefit that the tasks that need training would be identified. Exercises could then be designed to ensure that these training requirements match up with the planning scenarios.

While it is important to link the AS JETs to the AIPS it is important that the JETs are linked into other documents. For example the establishment of links between Operational Preparedness Objectives (OPO) and the Aggregated Military Response Options (AMRO) is also important. The result of these mappings would be to further the relationship between the AS JETs and the capability development and preparedness systems.

The AS JETs may also be linked to capability development through exercise evaluation. It is proposed that one result of the evaluation framework that will complement the AS JETs is that each JET will have the current levels of capability assigned to it. In doing so this may demonstrate any deficiencies in capability, to be rectified in future exercises and activities. In addition, it is hoped that the AS JETs alone, or a combination of the AS JETs and TBS tasks, will provide a theatre evaluation capability that will be able to provide guidance on the suitability of other factors that determine preparedness and capability, in particular, whether the organisation, doctrine, people, equipment and training are appropriate (Davis 2002). A first attempt at mapping AS JETs to MROs has been made and appears in Appendix I but these mappings have yet to be endorsed by military stakeholders.

9. Conclusion

The AS JETs were developed to provide HQAST with a context for evaluation of the PMSA. The task list consists of 520 tasks considered essential, across the three levels of command. The AS JETs outline 'what' tasks need to be conducted in a joint operation or exercise.

The AS JETs' development consisted of two main stages. The first phase involved the synthesis of information from the allied sources of essential task lists (US-UJTL, Canadian-CJTL, UK-JETL, NATO) and ADF doctrine to develop a draft version of the task list. With a relevant draft list as a template, the second phase of the AS JETs' development was to workshop the proposed essential tasks in a series of stakeholder workshops. At the completion of the workshops a mature and ADF centric set of joint essential tasks (AS JETs) resulted and in recognition of their relevance, were included as Annex G in the ASTOPR.

The next stage in the AS JETs development program is leading us to develop an evaluation framework to complement the JETs. This framework is inclusive of a series of standards and conditions that can be used to objectively evaluate an exercise or operation. Through applications to exercises and operations the AS JETs may achieve further refinement to ensure a validated result, truly reflective of how the ADF operates.

It has been noted that the AS JETs offer a utility that might go beyond the immediate scope of setting a context for the PMSA. The ASJETs potentially also offers a context for preparedness, capability development and linkages into future joint war fighting concepts. Specifically the AS JETs therefore may be extensible to provide support for:

- Development of Doctrine,
- Development of Preparedness
- Defence Capability Program
- Military Response Options
- The Australian Illustrative Planning Scenarios
- Articulating Single Service Tasks from a Joint Perspective
- Relating Australia's Strategic Objectives collectively to all of the above.

Support to the assessment of the contribution of ADF activities to Australia's Strategic objectives is an important role for the ASJETs. Equally as important is the contribution

of ADF activities to allied coalition operations. Understanding the relationship of essential joint ADF tasks to joint essential allied tasks, is a key role for AS JETs and one of the outputs of this work.

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Appendix A: Australian Joint Essential Tasks (AS JETS) Series 1, Series 2 and Series 3

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A.1. Introduction

Australian Joint Essential Tasks (AS JETs) describe the *main* tasks involved in the lead up to, and the planning, preparation, and conduct of military operations. AS JETs are based on Australian doctrine and practices, although they only capture what needs to be done and do not dictate how it should be done. AS JETs complement existing national and international task lists, providing a common language across the services and a link between Australian and international doctrine.

This section of DSTO-CR-0293 comprises Appendix A of the AS JETs Report. It captures the complete set of 520 AS JETs, together with their descriptions, for the strategic, operational and tactical levels of command. These levels of command correspond to Series 1, 2 and 3 respectively. The AS JETs are organised into the following functional areas:

Series 1

- MS 1 Provide Strategic Direction
- MS 2 Provide Strategic Intelligence
- MS 3 Shape
- MS 6 Generate Forces, Sustain and Administrative Support

Series 2

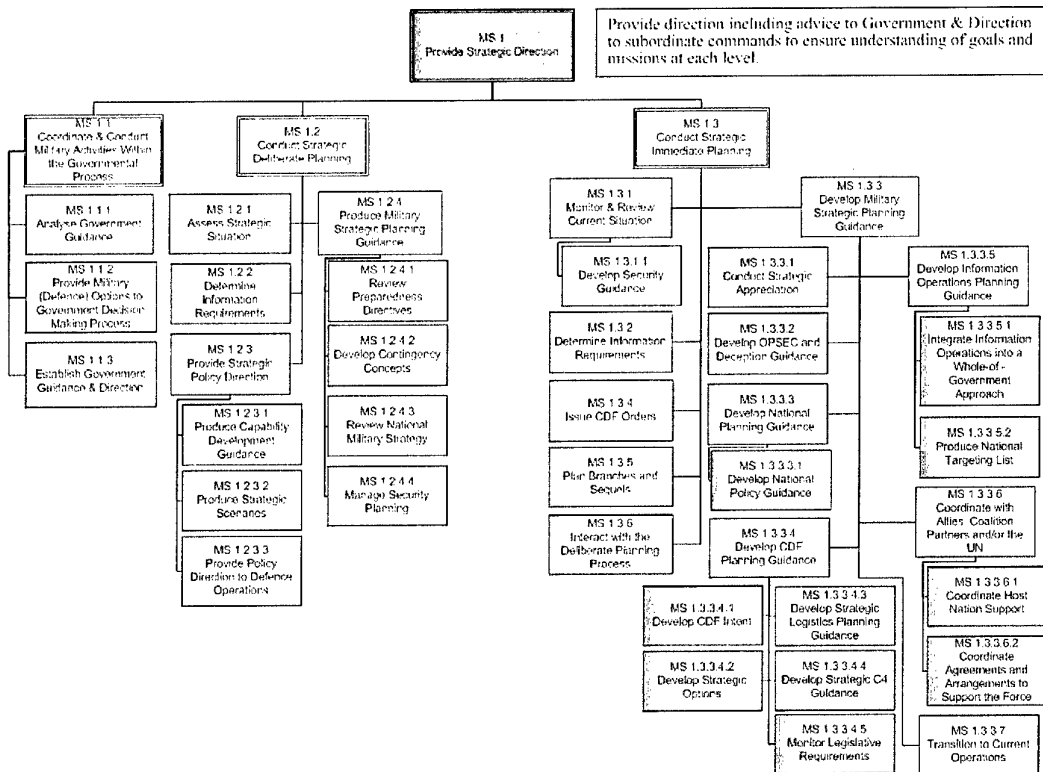
- OP 1 Command
- OP 2 Provide Intelligence
- OP 3 Shape the Operational Environment
- OP 4 Conduct Operations and Campaigns
- OP 5 Provide Protection
- OP 6 Provide Administrative Support and Sustain Operational Forces

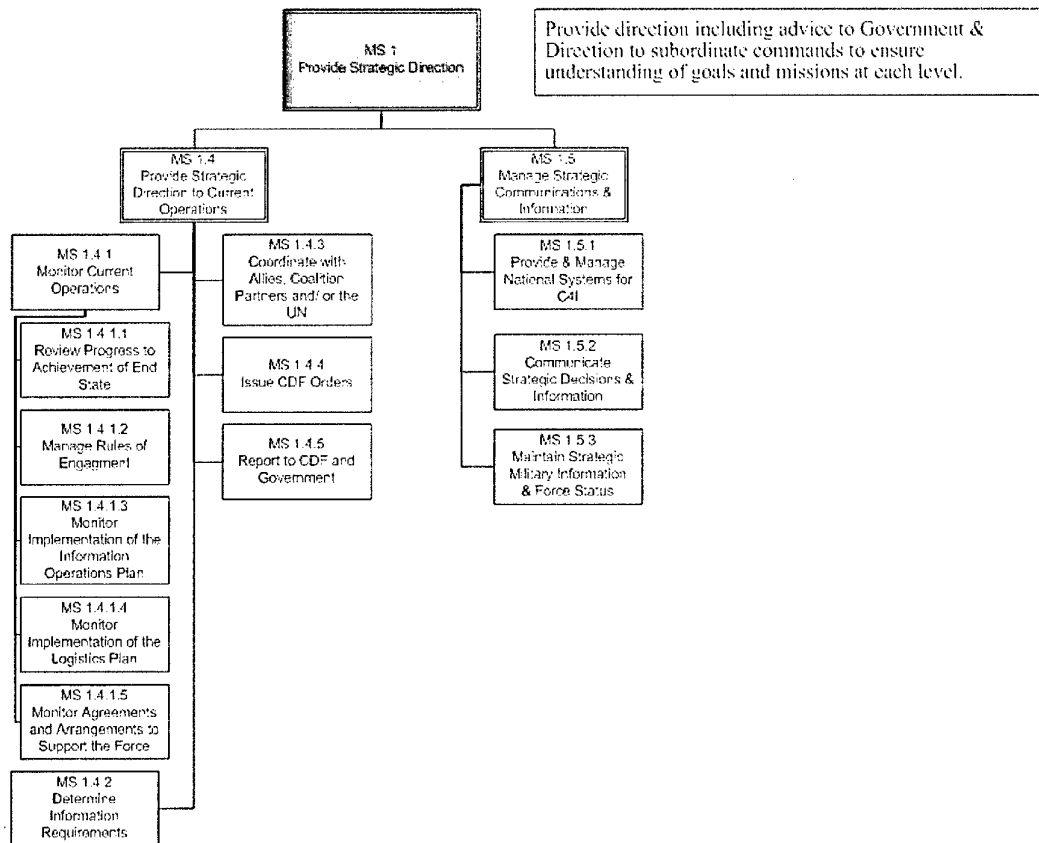
Series 3

- TA 1 Command and Control
- TA 2 Provide Tactical Intelligence
- TA 4 Conduct Joint Tactical Operations
- TA 5 Protect and Defend
- TA 6 Provide Combat Service Support

MS 1

Provide Strategic Direction Chart





MS 1

Provide Strategic Direction

Provide direction including advise to government and to supporting and direction to subordinate commands to ensure understanding of goals and missions at each level.

Related International Tasks:

NATO AS 5: Provide Strategic Direction & Integration

US UJTL SN 5: Provide Strategic Direction & Integration

UK JETL MS 1.1: Provide Direction to the Forces

Canadian JTL S 1.1: Provide Direction to the Forces

MS 1.1

Coordinate and Conduct Military Activities within the Governmental Process

Coordinate and conduct military activities as directed by Government.

Related International Tasks:

US UJTL NS 5.3.4 Review Strategic Options and Recommendations with NCA and Other Officials and Adjust

UK JETL MS 1.1.1: Articulate Political Direction & Define End State & Objectives

Canadian JTL S 1.1.1: Articulate Political Direction & Define End State & Objectives

MS 1.1.1

Analyse Government Guidance

Analyse endorsed guidance in the form of strategic reviews, government literature and other sources, including the Defence White Paper. (ADFP 9 paragraph 3.7)

Related International Tasks:

None

MS 1.1.2

Provide Military (Defence) Options to Government Decision Making Processes

Provide advice and briefings on military options to high-level Government committees and coordination groups during their consideration of national security matters. (ADFP 9 paragraphs 3.12, 3.15, 3.30a)

Related International Tasks:

US UJTL NS 5.3.4 Review Strategic Options and Recommendations with NCA and Other Officials and Adjust

MS 1.1.3

Establish Government Guidance and Direction

Determine the Government's guidance & direction for the military response options to be used in a particular contingency or crisis, and obtain specific direction in the forms of national aims, objectives and end-states.

Related International Tasks:

UK JETL MS 1.1.1: Articulate Political Direction & Define End State & Objectives
Canadian JTL S 1.1.1: Articulate Political Direction & Define End State & Objectives

MS 1.2

Conduct Strategic Deliberate Planning

Develop considered military strategic guidance for the employment of the ADF, to achieve an end-state, in support of Government national strategy. The process is generally free of time constraints. (ADFP 9 paragraphs 3.2a, 3.21, 3.22)

Related International Tasks:

NATO AS 5.3: Determine Strategic Direction
US UJTL SN 5.3: Determine National Military Strategic Direction
UK JETL MS 1.1: Provide Direction to the Forces
Canadian JTL S 1.1: Provide Direction to the Forces

MS 1.2.1

Assess Strategic Situation

Observe and analyse events regionally and globally in the context of national security, military strategy and other elements of national power. This may include identification of potential changes to policies and capabilities in the international environment in the near, medium and long term and the identification and assessment of potential threats and adversaries.

Related International Tasks:

NATO AS 5.2.1: Review Current Situation

US UJTL SN 5.1.4: Monitor Worldwide Strategic Situation

MS 1.2.2

Determine Information Requirements

Determine the information requirements and information sources including intelligence and other sources.

Related International Tasks:

US UJTL ST 5.6.2: Coordinate Command/ Internal Information Programs.

MS 1.2.3

Provide Strategic Policy Direction

Provide Strategic policy direction to the development of joint concepts, doctrine and tactics, techniques and procedures in accordance with ADO guidance, the threat and technology, for the full range of military operations. This task also includes identifying joint service requirements and capabilities through identification of deficiencies and opportunities for improvement. (ADFP 9 paragraphs 3.10, 3.30)

Related International Tasks:

NATO AS 6.1: Formulate Concepts, Doctrine and Requirements

US UJTL SN 7.1: Formulate Joint & Service Concepts, Doctrine & Requirements

UK JETL MS 4.1: Formulate Concepts, Doctrine, Requirements and Developments

Canadian JTL S 8.1: Identify Strategic Priorities, Formulate Policy Guidance and High Level Doctrine

MS 1.2.3.1

Produce Capability Development Guidance

Identify and assess current constraints and gaps in operational capability (manning, equipment, procedures, doctrine, collective performance and sustainability). Produce capability development guidance that can be used to influence the equipment and exercise program to rectify Joint and Single Service capability constraints. (ADFP 9 paragraph 3.20b)

Related International Tasks:

UK JETL MS 4: Force Generation.

Canadian JTL S 7: Force Generation.

MS 1.2.3.2

Produce Strategic Scenarios

Produce and maintain strategic scenarios that capture the range of threat contingencies and potential adversaries.

Related International Tasks:

None

MS 1.2.3.3

Provide Policy Direction to Defence Operations

Issue top level planning guidance and policy development for joint priorities on security, personnel, science and technology, information operations, targeting, shaping, intelligence, logistics, doctrine, training and other major issues. (ADFP 9 paragraph 3.30)

Related International Tasks:

NATO AS 6.1.1: Issue Top-down Strategic Guidance

US UJTL SN 7.1.1: Issue Top-down Strategic Guidance

UK JETL MS 4.1.1: Issue Strategic Guidance and Policy Guidance

Canadian JTL S 8.1.1: Interpret Policy and Provide Guidance

MS 1.2.4

Provide Military Strategic Planning Guidance

Provide statements of CDF's intent, the required military end-state, military strategic objectives, and general planning guidance to Theatre HQ for operational level deliberate planning. (ADFP 9 paragraph 3.13)

Related International Tasks:

NATO AS 5.3.2: Issue Planning Guidance

US UJTL SN 5.3.1: Issue Strategic Planning Guidance

MS 1.2.4.1

Review Preparedness Directive

Review the current preparedness directive. (ADFP 4 paragraph 2.8; ADFP 6 paragraph 4.15)

Related International Tasks:

NATO AS 6.1.4: Document Requirements and Solutions

US UJTL ST 7.2: Maintain & Report Readiness of Theatre Forces.

US UJTL SN 7.1.4: Document Requirements and Solutions

UK JETL MS 4.1.4: Generate Operational Requirements to Rectify Constraints

Canadian JTL S 8.1.3: Provide Force Development Guidance

MS 1.2.4.2

Develop Contingency Concepts

Develop contingency concepts that represent suitable responses to a range of threats, operating environments and potential adversaries. (ADFP 6 paragraphs 3.54, 4.15, 5.41, 7.40d)

Related International Tasks:

US UJTL SN 5.3.2: Develop & Analyse Multinational & National Military Strategic Options

UK JETL MS 1.1.4: Review Contingency Plans and Determine Changes Required

Canadian JTL S 1.1.4: Review Contingency Plans and Determine Changes Required

MS 1.2.4.3

Review National Military Strategy

Conduct planning and analysis to position the ADF. This task includes reviewing the desired outcomes of the Defence Strategy, assessment of Defence's national security responsibilities, prioritisation of threats, and development of strategies to deter and defend against potential threats. (ADFP 6 paragraphs 2.6 a, b, 2.7)

Related International Tasks:

NATO AS 5.2.2: Conduct Strategy Review

NATO AS 5.2.3: Assess Strategy

US UJTL SN 5.2.2: Conduct National Military Strategy Review

MS 1.2.4.4

Manage Security Planning

Manage security planning. (ADFP 9 paragraph 2.5b)

Related International Tasks:

US UJTL SN 3.4.5: *Coordinate & Conduct Strategic Operations Security*

US UJTL ST 5.5.3: *Establish & Monitor Theatre Information Security Policy, Plans, Programs, and Direction.*

MS 1.3

Conduct Strategic Immediate Planning

Plan for the possible employment of the ADF in response to a developing situation or for branches and sequels to current operations. (ADFP 9 paragraphs 3.36, 3.37)

Related International Tasks:

NATO AS 5.4: *Provide Strategic Direction to Forces*

US UJTL SN 5.4: *Provide Strategic Direction to Forces Worldwide*

MS 1.3.1

Monitor and Review Current Situation

Monitor changes in the current situation, through intelligence activities and other channels including the UN, allies and Government. This also includes the gathering of information, raising issues, providing a threat assessment and reviewing force preparedness. (ADFP 9 paragraphs 3.17, 3.20b, 3.24, 3.37 a (2))

Related International Tasks:

NATO AS 5.2.1: *Review Current Situation*

US UJTL SN 5.1.4: *Monitor Worldwide Strategic Situation*

MS 1.3.1.1

Develop Security Guidance

Develop security guidance for the current situation. (ADFP 6 Annex A to Chapter 3, paragraph 10)

Related International Tasks:

None

MS 1.3.2 Determine Information Requirements

Determine information requirements to ensure the continued flow of operations and to support timely and informed decisions. (ADFP 19 paragraph 2.10)

Related International Tasks:

US UJTL ST 2.1.2 *Determine and Prioritise Theatre Strategic Information Requirements (IR)*

UK JETL OP 2.1.3 *State Information Requirements*

Canadian JTL OP 2.1.3 *State Information Requirements*

MS 1.3.3 Develop Military Strategic Planning Guidance

Develop Military Strategic Planning Guidance, based on Government and CDF direction, to inform theatre level immediate planning processes. (ADFP 9 paragraph 3.37 a (1))

Related International Tasks:

NATO AS 5.4.1: *Prepare and Issue Strategic Estimates, Priorities and Operations Plan*

US UJTL SN 5.4.1: *Prepare and Issue Strategic Estimates, Priorities and Joint Operation Plans*

UK JETL MS 1.1.5: *Issue Executive Summary of Estimate, Priorities, Joint Plans and CDS Directives*

Canadian JTL S 1.1.5: *Issue Executive Summary of Estimate, Priorities, Joint Plans and CDS Directives*

MS 1.3.3.1 Conduct Strategic Appreciation

Conduct a strategic level appreciation to determine the effect of key strategic factors on the development of military options. (ADFP 9 Chapter 7)

Related International Tasks:

None

MS 1.3.3.2

Develop OPSEC and Deception Guidance

Develop guidance to ensure the Operational Security of planning for and conduct of operations. This guidance should include major deception themes to be developed.

Related International Tasks:

None

MS 1.3.3.3

Develop National Planning Guidance

Develop essential elements of national planning guidance, either in conjunction with other key departments, or through assumption based planning.

Related International Tasks:

None

MS 1.3.3.3.1

Develop National Policy Guidance

Develop national policy guidance as the basis for the development of rules of engagement, either in conjunction with other key Departments, or through assumption based planning.

Related International Tasks:

None

MS 1.3.3.4

Develop CDF Planning Guidance

Develop essential elements of CDF guidance.

Related International Tasks:

None

MS 1.3.3.4.1

Develop CDF Intent

Detail CDF's purpose, method and end-state for the operation or potential operation.

Related International Tasks:

None

MS 1.3.3.4.2

Develop Strategic Options

Develop strategic options to meet Government's specified or assumed intent.

Related International Tasks:

None

MS 1.3.3.4.3

Develop Strategic Logistics Planning Guidance

Develop strategic logistics planning guidance to complement CDF's intent and the strategic options.

Related International Tasks:

None

MS 1.3.3.4.4

Develop Strategic C4 Guidance

Develop strategic command, control, communications and computers guidance to complement CDF's intent and the strategic options.

Related International Tasks:

None

MS 1.3.3.4.5

Monitor Legislative Requirements

Ensure domestic and international legislative obligations are met and rights are protected.

Related International Tasks:

None

MS 1.3.3.5

Develop Information Operations Planning Guidance

Develop strategic guidance for the conduct of information operations.

Related International Tasks:

None

MS 1.3.3.5.1

Integrate Information Operations into a Whole-of-Government Approach

Integrate Defence Information operations requirements into a whole-of-Government approach.

Related International Tasks:

None

MS 1.3.3.5.2

Produce National Targeting List

Identify and select land, sea and air targets that are decisive points, critical nodes and centres of gravity, and allocate strategic strike assets.

Related International Tasks:

None

MS 1.3.3.6

Coordinate with Allies, Coalition Partners and / or the UN

Coordinate ADF operations with Allies, coalition partners and/or the United Nations.

Related International Tasks:

None

MS 1.3.3.6.1

Coordinate Host Nation Support

Coordinate the provision of Host Nation Support for the conduct of ADF operations.

Related International Tasks:

None

MS 1.3.3.6.2

Coordinate Agreements and Arrangements to Support the Force

Coordinate agreements and arrangements both internationally and within Australia to support and define the rights, privileges and obligations of the force. This includes status of forces agreements, MOUs, letters of assist, diplomatic notes and clearances. It includes agreements to access civilian infrastructure, facilities, and equipment in terms of need, and agreements with other Government agencies such as police, customs and immigration to support Defence operations.

Related International Tasks:

None

MS 1.3.3.7

Transition to Current Operations

Implement the effective transition of strategic planning to the provision of strategic direction for current operations.

Related International Tasks:

None

MS 1.3.4 Issue CDF Orders

Develop and issue CDF Warning Orders as the foundation for operational level planning; Alert Orders to confirm approved campaign options and assign forces; and Execute Orders to implement approved campaign plans.

Related International Tasks:

NATO AS 5.4.1: *Prepare and Issue Strategic Estimates, Priorities, and Operations Plans*

US UJTL SN 5.4.4: *Prepare and Issue NCA Directives/CJCS Orders*

UK JETL MS 1.1.5: *Issue Executive Summary of Estimate, Priorities, Joint Plans and CDS Directives*

Canadian JTL S 1.1.5: *Issue Executive Summary of Estimate, Priorities, Joint Plans and CDS Directives*

MS 1.3.5 Plan Branches and Sequels

Plan for potential branches and sequels for planned and current operations.

Related International Tasks:

None

MS 1.3.6 Interact with the Deliberate Planning Process

Draw from and provide feedback to the deliberate planning process.

Related International Tasks:

None

MS 1.4 Provide Strategic Direction to Current Operations

Monitor and provide continued strategic direction to current operations.

Related International Tasks:

None

MS 1.4.1 Monitor Current Operations

Monitor changes in current operations, through routine and specific issue reports, intelligence activities and other channels including the UN, allies and Government. This also includes the gathering of information, raising issues, providing threat assessments and reviewing force preparedness. (ADFP 9 paragraphs 3.20 (b), 3.24)

Related International Tasks:

NATO AS 5.2.1: Review Current Situation

MS 1.4.1.1 Review Progress to Achievement of End State

Review achievement of agreed milestones defining the specified end state.

Related International Tasks:

None

MS 1.4.1.2 Manage Rules of Engagement

Monitor the achievement of Government's requirements expressed in terms of rules of engagement.

Related International Tasks:

None

MS 1.4.1.3 Monitor Implementation of Information Operations Plan

Monitor the implementation and development of the information operations plan.

Related International Tasks:

None

MS 1.4.1.4

Monitor Implementation of the Logistics Plan

Monitor the implementation and management of the strategic logistics plan.

Related International Tasks:

None

MS 1.4.1.5

Monitor Agreements and Arrangements to Support the Force

Monitor agreements and arrangements both internationally and within Australia to support and define the rights, privileges and obligations of the force. Establish new agreements and arrangements as necessary.

Related International Tasks:

None

MS 1.4.2

Determine Information Requirements

Determine information requirements to ensure the continued flow of operations and to support timely and informed decisions.

Related International Tasks:

None

MS 1.4.3

Coordinate with Allies, Coalition Partners and / or the UN

Coordinate ADF operations with Allies, coalition partners and/or the United Nations.

Related International Tasks:

None

MS 1.4.4 Issue CDF Orders

Develop and issue amplifications to CDF Alert Orders and Execute Orders to modify approved campaign plans. (ADFP 9 paragraph 3.16)

Related International Tasks:

NATO AS 5.4.1: *Prepare and Issue Strategic Estimates, Priorities, and Operations Plans*

US UJTL SN 5.4.4: *Prepare and Issue NCA Directives/CJCS Orders*

UK JETL MS 1.1.5: *Issue Executive Summary of Estimate, Priorities, Joint Plans and CDS Directives*

Canadian JTL S 1.1.5: *Issue Executive Summary of Estimate, Priorities, Joint Plans and CDS Directives*

MS 1.4.5 Report to CDF and Government

Maintain a high level of strategic situational awareness of current operations in CDF and Government. (ADFP 9 paragraph 4.22)

Related International Tasks:

None

MS 1.5 Manage Strategic Communications & Information

Operate and manage systems to communicate information and data on the strategic situation worldwide. This task includes translating information and decisions into a usable form and promulgating, retaining and disseminating it. (ADFP 6 Annex A to Chapter 3, paragraph 18)

Related International Tasks:

NATO AS 5.1: *Operate & Manage Strategic Communications & Information Systems*

US UJTL SN 5.1: *Operate & Manage Strategic Communications & Information Systems*

UK JETL MS 3.2: *Manage & Exploit Information, CIS and Procedures*

Canadian JTL S 2.2: *Manage & Exploit Information, CIS and Procedures*

MS 1.5.1 Provide and Manage National Systems for C4I

Establish, direct and control the networks and nodes used to send or receive strategic information (including data) and to use these systems to obtain or send strategic information.

Related International Tasks:

NATO AS 5.1.2: *Manage Alliance Military C4 Systems Worldwide for Communicating Strategic Information*

US UJTL SN 5.1.2: *Establish & Direct National Military C4 Systems Worldwide for Communicating Strategic Information*

UK JETL MS 3.2.4: *Provide & Manage Strategic Defence Information Services*

Canadian JTL S 2.2.4: *Provide & Manage Strategic Defence Information Services*

MS 1.5.2

Communicate Strategic Decisions and Information

Send and receive strategic decisions and data from any organisation to another, by any means.

Related International Tasks:

NATO AS 5.1.1: *Communicate Strategic Information/Decisions*

US UJTL SN 5.1.1: *Communicate Strategic Information/Decisions*

UK JETL MS 3.2.3: *Direct & Coordinate Strategic Communications*

Canadian JTL S 2.2.3: *Direct & Coordinate Strategic Communications*

MS 1.5.3

Maintain Strategic Military Information and Force Status

Capture, screen, process, circulate, store and display strategic data in a form that supports strategic decision-making and planning processes.

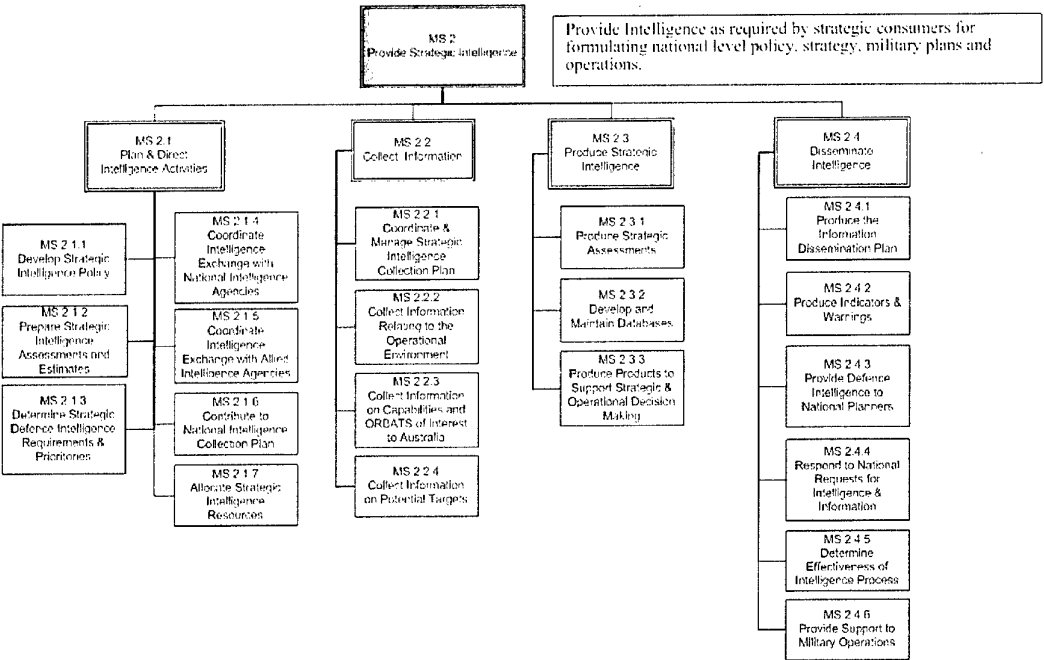
Related International Tasks:

NATO AS 5.1.3: *Maintain Strategic Military Information & Force Status*

US UJTL SN 5.1.3: *Maintain Global Strategic Military Information & Force Status*

MS 2

Provide Strategic Intelligence Chart



MS 2

Provide Strategic Intelligence

Provide Intelligence as required by strategic consumers for formulating national level policy, strategy, military plans and operations.

Related International Tasks:

NATO AS 2: Develop Strategic Intelligence.

US UJTL SN 2: Develop National Strategic Information.

UK JETL MS 3: CIS and Intelligence.

Canadian JTL S 2: Strategic Information and Intelligence.

MS 2.1

Plan and Direct Intelligence Activities

Assist strategic consumers in determining their intelligence requirements, then planning the strategic collection effort and issuing the necessary orders and requests to intelligence organisations. The task includes reviewing, validating and prioritising requirements and tasking.

Related International Tasks:

NATO AS 2.1: Plan and Direct Strategic Intelligence Activities.

US UJTL SN 2.1: Plan and Direct Strategic Intelligence Activities.

UK JETL MS 3.1: Plan and Direct Intelligence Activities.

Canadian JTL S 2.1: Plan and Direct Intelligence Activities.

MS 2.1.1

Develop Strategic Intelligence Policy

Assist and advise National Intelligence Authorities on development of policy for strategic intelligence operations. Includes planning guidance, identifying intelligence gaps, establishing goals and objectives to overcome deficiencies, and identifying resource requirements.

Related International Tasks:

NATO AS 2.1.1: Develop Strategic Intelligence and Targeting Policy.

US UJTL SN 2.1.1: Develop National Strategic Intelligence Policy.

UK JETL MS 3.1.1: Develop Strategic Intelligence Policy.

Canadian JTL S 2.1.1: Develop Strategic Intelligence Policy.

MS 2.1.2

Prepare Strategic Intelligence Assessments and Estimates

Provide an analysis of the strategic environment through the production of intelligence assessments and estimates. (ADFP 19 paragraphs 2.11, 4.54, 5.13b)

Related International Tasks:

None

MS 2.1.3

Determine Strategic Defence Intelligence Requirements and Priorities

Assist national intelligence oversight and coordinating committees in determining and prioritising their strategic intelligence requirements.

Related International Tasks:

NATO AS 2.1.2: Determine Strategic Intelligence Issues and Requirements.

US UJTL SN 2.1.2: Determine and Prioritise National Strategic Intelligence Requirements.

UK JETL MS 3.1.2: Determine Strategic Defence Intelligence Requirements and Priorities.

Canadian JTL S 2.1.2: Determine Strategic Defence Intelligence Requirements and Priorities.

MS 2.1.4

Coordinate Intelligence Exchange with National Intelligence Agencies

Coordinate the exchange of intelligence requirements and information with national intelligence agencies.

Related International Tasks:

None

MS 2.1.5

Coordinate Intelligence Exchange with Allied Intelligence Agencies

Coordinate the exchange of intelligence requirements and information with allied intelligence agencies.

Related International Tasks:

None

MS 2.1.6

Contribute to National Intelligence Collection Plan

In conjunction with national intelligence agencies, develop strategic collection plan to satisfy intelligence requirements.

Related International Tasks:

NATO AS 2.1.3: Set Intelligence Priorities for Strategic Planning.

US UJTL SN 2.1.3: Prepare National Strategic Collection Plan.

UK JETL MS 3.1.3: Prepare Strategic Collection Plan.

Canadian JTL S 2.1.3: Prepare Strategic Collection Plan.

MS 2.1.7

Allocate Strategic Intelligence Resources

Assign adequate resources to intelligence agencies to permit the accomplishment of assigned intelligence tasks.

Related International Tasks:

NATO AS 2.1.4: Distribute Intelligence Resources and Requirements.

US UJTL SN 2.1.4: Allocate National Intelligence Resources Worldwide.

UK JETL MS 3.1.4: Allocate Intelligence Resources Worldwide.

Canadian JTL S 2.1.4: Allocate Intelligence Resources Worldwide.

MS 2.2

Collect Information

Exploit sources of strategic information and deliver the intelligence obtained to the appropriate processing organisation producing strategic intelligence.

Related International Tasks:

US UJTL SN 2.2: Collect Strategic Information.

MS 2.2.1

Coordinate and Manage Strategic Intelligence Collection Plan

Maintain a check to ensure the appropriate information is being collected and monitor the collection effort to ensure the ongoing appropriateness of the allocation of assets to tasks, and to seek additional collection opportunities. (ADFP 19 paragraphs 2.19, 4.37)

Related International Tasks:

None

MS 2.2.2

Collect Information Relating to the Operational Environment

For strategic areas of interest, obtain operationally significant information relating to the operational environment. This includes collecting information regarding terrain, communications, lines of communication, infrastructure, maritime routes, air corridors and operating bases, social, religious, cultural, economic, political, demographic patterns and weather. (ADFP 19 paragraphs 5.4a, 5.5a and b, 5.12, 5.14c)

Related International Tasks:

None

MS 2.2.3

Collect Information on Capabilities and Orders of Battle of Interest to Australia

Collect information on capabilities and orders of battle, including strengths, vulnerabilities, operational doctrine, intentions, disposition and characteristics, within strategic areas of interest. (ADFP 19 paragraphs 5.4b, 5.13b)

Related International Tasks:

None

MS 2.2.4

Collect Information on Potential Targets

Obtain information that supports the detection, identification, and location of potential centres of gravity and high value targets. (ADFP 19 Annex D to Chapter 5 paragraph 14)

Related International Tasks:

NATO AS 2.2.2: Collect Information on Strategic Targets.

MS 2.3

Produce Strategic Intelligence

Convert processed and exploited information into intelligence that satisfies the user's requirements.

Related International Tasks:

NATO AS 2.3: Process and Produce Strategic Information.

US UJTL SN 2.4: Produce Strategic Intelligence.

UK JETL MS 3.3: Direct the Production of Strategic Intelligence.

Canadian JTL S 2.3: Direct the Production of Strategic Intelligence.

MS 2.3.1

Produce Strategic Assessments

Prepare strategic assessments that meet the needs of national strategic planners and decision makers.

Related International Tasks:

None

MS 2.3.2

Develop and Maintain Databases

Develop and maintain databases to meet the base requirements of the range of potential defence operations. (ADFP 19 paragraphs 2.39, 4.51, 4.56)

Related International Tasks:

None

MS 2.3.3

Produce Products to Support Strategic and Operational Decision Making

Analyse and interpret all situational information in order to identify global and regional factors, adversary capabilities, and likely courses of action and centres of gravity.

Related International Tasks:

US UJTL SN 2.4.1: Evaluate, Integrate, Analyse and Interpret Information.

UK JETL MS 3.3.1: Analyse All Situational Information.

Canadian JTL S 2.3.1: Analyse all Situational Information.

MS 2.4

Disseminate Intelligence

Provide intelligence to those who need it, in an appropriate form and by suitable means.

Related International Tasks:

NATO AS 2.4: Prepare and Disseminate Strategic Intelligence Reports.

US UJTL SN 2.5: Disseminate and Integrate National Strategic Intelligence.

UK JETL MS 3.4: Disseminate and Integrate National Intelligence.

Canadian JTL S 2.4: Disseminate and Integrate National Intelligence.

MS 2.4.1

Produce the Information Dissemination Plan

Produce a plan for the dissemination of information and intelligence.

Related International Tasks:

None

MS 2.4.2

Produce Indicators and Warnings

Determine changes in a potential enemy's military, political, economic, social and diplomatic behaviour that could lead to hostile activity. Emphasis is on precluding strategic surprise.

Related International Tasks:

NATO AS 2.3.6: Develop Indications and Warnings.

US UJTL SN 2.4.2.1: Provide Worldwide National Strategic Indications and Warning.

UK JETL MS 3.4.1: Prepare Indications and Warnings.

Canadian JTL S 2.4.1: Prepare Indications and Warnings.

MS 2.4.3

Provide Defence Intelligence to National Planners

Provide Defence intelligence products to planners and decision makers in appropriate format.

Related International Tasks:

NATO AS 2.4: Prepare and Disseminate Strategic Intelligence Reports.

US UJTL SN 2.5.1: Provide Finished Intelligence Products to National Strategic Planners and Decision Makers.

UK JETL MS 3.4.2: Provide Defence Intelligence Products to National Planners.

Canadian JTL S 2.4.2: Provide Defence Intelligence Products to National Planners.

MS 2.4.4

Respond to National Requests for Intelligence and Information

Provide intelligence and information in response to requests.

Related International Tasks:

US UJTL SN 2.5.2: Provide Follow-on Intelligence Support to National Strategic Planners and Decision Makers.

UK JETL MS 3.4.3: Respond to National RFI's.

Canadian JTL S 2.4.3: Respond to National RFI's.

MS 2.4.5

Determine Effectiveness of Intelligence Process

Assess the collection plan. Review Intelligence Requirements to ensure that information/intelligence has been provided to meet customer requirements. This task includes undertaking any required improvements.

Related International Tasks:

US UJTL SN 2.6: *Evaluate Intelligence Activities.*

UK JETL MS 3.5.1: *Determine Effectiveness of Defence Intelligence Process.*

Canadian JTL S 2.5.1: *Determine Effectiveness of Defence Intelligence Process.*

MS 2.4.6

Provide Support to Military Operations

Provide support, as required, to military operations.

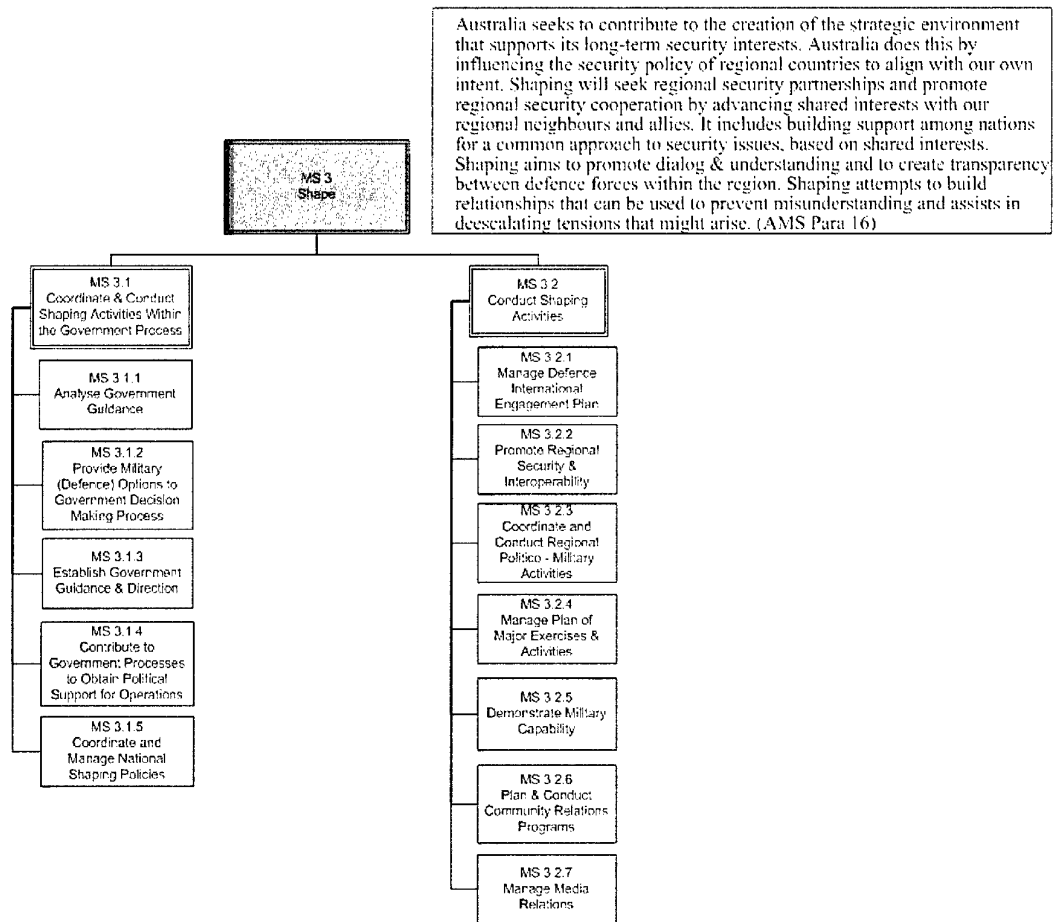
Related International Tasks:

NATO AS 2.2.4: *Provide Support for Strategic Reconnaissance and Surveillance.*

US UJTL SN 2.2.2: *Support Commanders Surveillance and Reconnaissance Requirements.*

MS 3

Shape Chart



MS 3

Shape

Australia seeks to contribute to the creation of the strategic environment that supports its long-term security interests. Australia does this by influencing the security policy of regional countries to align with our own intent. Shaping will seek regional security partnerships and promote regional security cooperation by advancing shared interests with our regional neighbours and allies. It includes building support among nations for a common approach to security issues, based on shared interests. Shaping aims to promote dialog and understanding and to create transparency between defence forces within the region. Shaping attempts to build relationships that can be used to prevent misunderstanding and assists in deescalating tensions that might arise. (AMS Para 16)

Related International Tasks:

US UJTL ST 5: *Develop and Coordinate Theatre Strategic Command and Control, Communications and Computers (C4).*

UK JETL MS 1.2: *Shape the Theatre of Operations.*

Canadian JTL S 3.1: *Shape the Theatre of Operations.*

MS 3.1

Coordinate and Conduct Shaping Activities within the Governmental Process

Coordinate and conduct military shaping activities within Governmental guidelines and restrictions.

Related International Tasks:

US UJTL MS 5.3.4 *Review Strategic Options and Recommendations with NCA and Other Officials and Adjust.*

UK JETL MS 1.1.1: *Articulate Political Direction and Define End State and Objectives.*

Canadian JTL S 1.1.1: *Articulate Political Direction and Define End State and Objectives.*

MS 3.1.1

Analyse Government Guidance

Analyse endorsed guidance in the form of strategic reviews, government literature and other sources, including the Defence White Paper, on appropriate shaping activities.

Related International Tasks:

None

MS 3.1.2

Provide Military (Defence) Options to Government Decision Making Processes

Provide advice and briefings on military options to high-level Government committees and coordination groups during their consideration of national security matters.

Related International Tasks:

US UJTL MS 5.3.4 Review Strategic Options and Recommendations with NCA and Other Officials and Adjust.

MS 3.1.3

Establish Government Guidance and Direction

Determine the Government's guidance and direction on the shaping options to be used in a particular contingency or crisis, and obtain specific direction in the forms of national aims, objectives and end-states.

Related International Tasks:

UK JETL MS 1.1.1: Articulate Political Direction and Define End State and Objectives.

Canadian JTL S 1.1.1: Articulate Political Direction and Define End State and Objectives.

MS 3.1.4

Contribute to Government Processes to Obtain Political Support for Operations

Contribute to the Government process to obtain political support for operations.

Related International Tasks:

UK JETL MS 5.1.2: Produce DOAST.

MS 3.1.5

Coordinate and Manage National Shaping Policies

Coordinate and manage national shaping policies, which relate to international engagement plans, strategies for influencing regional stability and enhancing regional relationships. This also includes provision of guidance on shaping and influencing non-operational activities.

Related International Tasks:

None

MS 3.2

Conduct Shaping Activities

Conduct deliberate shaping activities including making liaison arrangements, providing military training and advice, and other related services.

Related International Tasks:

NATO AS 8.1: Foster Alliance and Regional Relations and Security Arrangements.

US UJTL SN 8: Foster Multinational and Interagency Relations.

UK JETL MS 2.2: Foster Alliance and Regional Relations and Security Arrangements

Canadian JTL S 8.3: Foster Alliance and Regional Relations and Security Arrangements.

MS 3.2.1

Manage Defence International Engagement Plan

Manage the Defence international engagement plan.

Related International Tasks:

None

MS 3.2.2

Promote Regional Security and Interoperability

Conduct military activities, which support confidence and security building with allies and foreign nations.

Related International Tasks:

NATO AS 8.1.2: Promote Regional Security and Interoperability.

US UJTL SN 8.1: Support Other Nations or Groups.

UK JETL MS 2.2.2: Promote Regional Security and Interoperability.

Canadian JTL S 8.3.2: Promote Regional Security and Interoperability.

MS 3.2.3

Coordinate and Conduct Regional Politico-Military Activities

Coordinate and conduct military activities with friendly nations that foster improved relations and further national or alliance objectives. The range of activities may include exchanges, combined exercises and briefings.

Related International Tasks:

NATO AS 8.1.1: Enhance Regional Politico-Military Relations.

US UJTL SN 8.1: Support Other Nations or Groups.

UK JETL MS 2.2.1: Enhance Regional Politico-Military Relations.

Canadian JTL S 8.3.1: Enhance Regional Politico-Military Relations.

MS 3.2.4

Manage Plan of Major Exercises and Activities

Manage the plan of major exercises and activities for the ADF, taking into account combined and coalition activities as well as preparedness and training objectives.

Related International Tasks:

None

MS 3.2.5

Demonstrate Military Capability

Deploy forces, in either an operational or exercise context, in order to influence perception of national potential or resolve.

Related International Tasks:

US UJTL SN 3.3.3: Demonstrate National Military Capabilities.

UK JETL MS 1.2.1: Demonstrate Military Intent.

Canadian JTL S 3.1.1: Demonstrate Military Intent.

MS 3.2.6

Plan and Conduct Community Relations Programs

Plan and execute community relations programs in coordination with civil affairs that support direct communication with local, national and international communities. This effort requires close coordination with the Service components and host nation. The program may also include the use of military equipment and units such as military aircraft /vehicles for static display, vessels for ship visits, military bands and drill display units. Plans may include speaking engagements by selected senior commanders and individuals within the commands as well as unit participation in civic activities.

Related International Tasks:

NATO AS 8.2.1: Conduct Civil Military Cooperation.

US UJTL OP 5.6.3: Plan and Conduct Community Relations Programs.

UK JETL OP 4.2.6: Direct Community Relations Programs.

Canadian JTL OP 3.5.6: Direct Community Relations Programs.

MS 3.2.7

Manage Media Relations

Promote and encourage informed comment and accurate reporting of the purpose, role and status of the force and the professional achievements of personnel under command. Using the news media, reach as wide an international audience as possible.

Related International Tasks:

NATO AS 5.1.5: Provide Public Information (PIO).

US UJTL SN 5.6: Provide Public Affairs (PA) Worldwide.

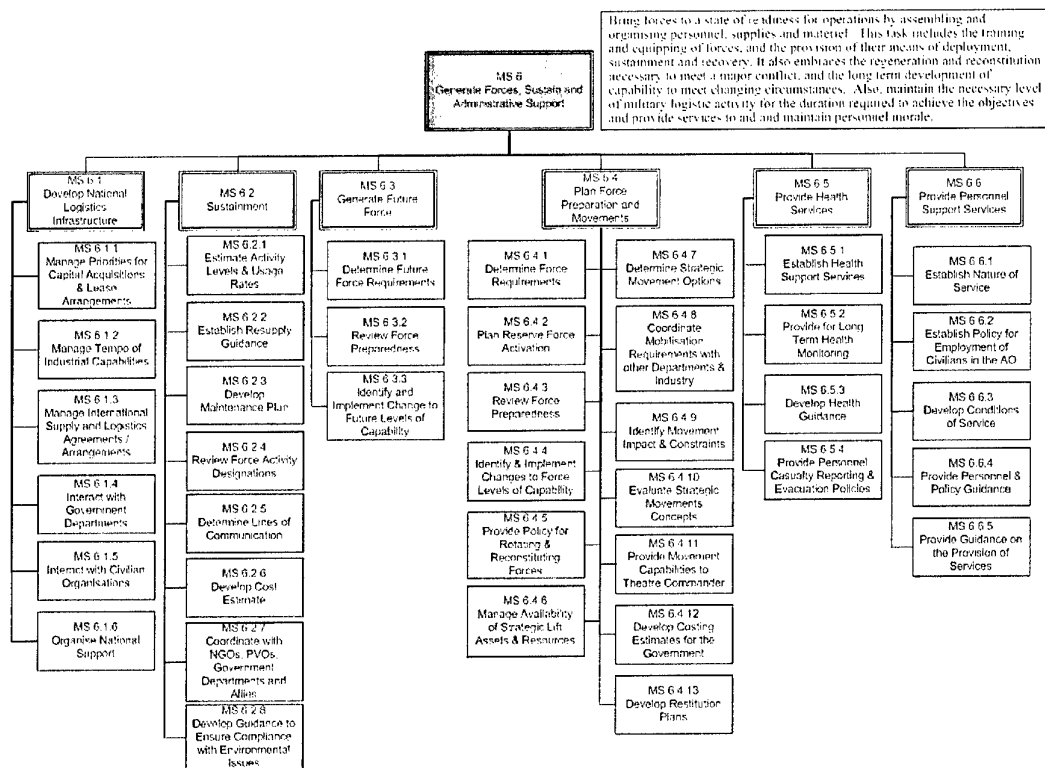
UK JETL MS 1.2.4: Determine and Direct Media Operations.

Canadian JTL S 3.1.4: Determine and Direct Media Operations.

There is no MS 4 or MS 5 at the Strategic Level

MS 6

Generate Forces, Sustain and Administrative Support Chart



MS 6

Generate Forces, Sustain and Administrative Support

Bring forces to a state of readiness for operations by assembling and organising personnel, supplies and materiel. This task includes the training and equipping of forces, and the provision of their means of deployment, sustainment and recovery. It also embraces the regeneration and reconstitution necessary to meet a major conflict, and the long-term development of capability to meet changing circumstances. Also, maintain the necessary level of military logistic activity for the duration required to achieve the objectives and provide services to aid and maintain personnel morale.

Related International Tasks:

NATO AS 6: Conduct Force Enhancement.

US UJTL SN 7: Conduct Force Development.

UK JETL MS 4: Force Generation.

Canadian JTL S 7: Force Generation.

MS 6.1

Develop National Logistics Infrastructure

Develop a National logistics infrastructure within which the ADF is able to conduct military operations and activities. (ADFP 21 Chapter 7)

Related International Tasks:

US UJTL SN 4.2.1: Determine National Military Support Infrastructure.

MS 6.1.1

Manage Priorities for Capital Acquisitions and Lease Arrangements

Prioritise acquisition of capital equipment from military and non-military sources as required to deal with the management of both the long term and operational priorities. This may also involve lease arrangements for equipment procurement in accordance with government policy. (ADFP 21 Chapter paragraph 3.10 and ADFP 20 Chapter 7.1)

Related International Tasks:

UK JETL OP 7.2.1: Maintain Equipment.

Canadian JTL OP 6.2.1: Maintain Equipment.

MS 6.1.2

Manage Tempo of Industrial Capabilities

Manage the tempo of industrial capabilities by coordinating and managing infrastructure that is used in the rapid manufacture of equipment, ordnance and other military related hardware in times of national threat. (ADFP 20 Chapter 7.2.8)

Related International Tasks:

US UJTL SN 4.4: Reconstitute National Forces and Means.

UK JETL MS 6.2.4: Prepare the Industrial Base.

Canadian JTL S.6.2.4: Prepare the Industrial Base.

MS 6.1.3

Manage International Supply and Logistics Agreements / Arrangements

Manage the international supply and logistic agreements / arrangements for ADF commitment to a foreign campaign. This includes management of supply and allocation of essential equipment, infrastructure, food and other items that are compliant with Australia's agreement to engage in an International Campaign. (ADFP 20 Chapter 8)

Related International Tasks:

NATO AS 4.3: Determine Logistics Organisations and Supporting Structures.

UK JETL MS 1.1.1: Articulate Political Direction and Support, Define End State Objectives.

Canadian JTL S 1.1.1: Articulate Political Direction and Define End State and Objective.

MS 6.1.4

Interact with Government Departments

Interact with Government Departments to set in place such things as travel agreements, use of assets, visas, provisions of supplies and fuel. (ADFP 20 Chapter paragraph 7.11-7.17 and ADFP 20 Annex 3B)

Related International Tasks:

US JETL SN 3.1.2: Coordinate Periodic and Rotational Deployments, Port Visits and Military Contacts.

UK JETL MS 2.1.4: Establish Interdepartmental Cooperation Structure.

Canadian JTL S 8.2.4: Establish Interdepartmental Cooperation Structures.

MS 6.1.5

Interact with Civilian Organisations

Interact with civilian organisation to gain permission to use such things as privately owned infrastructure and assets. (ADFP 21 Chapter 7.2, 7.4 & ADFP 20 Annex 3C)

Related International Tasks:

None

MS 6.1.6

Organise National Support

Organise national support from private industry and government departments. This may include organising additional manufacturing of military supplies; equipment and services as well as leasing of privately owned assets.

Related international Tasks:

UK JETL MS 6.2.4: Prepare the Industrial Base.

Canadian JTL S 6.2.4: Prepare the Industrial Base.

MS 6.2

Sustainment

Develop a sustainment policy that will ensure appropriate materiel and services are ready and available when required. Including costing, liaising with non-governmental organisations and resource allocation. (ADFP 20 Annex 3D)

Related International Tasks:

US UJTL SN 4.2.1: Determine National Military Support Infrastructure.

UK JETL MS 6.1: Sustain the Force with Materiel and Forces.

Canadian JTL S 6.1: Sustain the Force with Materiel and Forces.

MS 6.2.1

Estimate Activity Levels and Usage Rates

Estimate the activity levels and equipment usage rates for the proposed operational tempo. The tempo of activity is gauged by the urgency and priority given to getting required materiel and services into the Area of Operations. Then, the usage rates and number of assets required can be calculated for a given period of time. This also involves calculating fuel consumption rates and rates of breakdown.

Related International Tasks:

None

MS 6.2.2

Establish Resupply Guidance

Develop resupply guidance to ensure effective resource allocation to deployed forces. This will include such things as developing a base plan, implementing mechanisms for the storage, movement and tracking of assets. (ADFP 20 Annex 3C, 3D, 3E)

Related International Tasks:

US UJTL SN 4.2.1: Determine National Military Support Structure.

US UJTL SN 4.3.2: Establish and Coordinate Supplies and Services for Theatre Forces.

US UJTL SN 1.1.4: Provide for En Route Support and Clearances.

UK JETL MS 5.1.3: Determine Lines Of Communication.

Canadian JTL S 4.1.3: Determine Lines of Communication.

Canadian JTL S 4.2.1: Decide and Establish the Lines Of Communication.

MS 6.2.3

Develop Maintenance Plan

Develop a maintenance plan that will outline the priorities for maintenance of deployed equipment. (ADFP 20 Annex 3E Chapter 10.30, Chapter 11.7)

Related International Tasks:

US UJTL ST 4.1: Coordinate the Fixing and Maintaining of Equipment.

US UTJL SN 4.2.2: Provide Wholesale Supply and Maintenance.

MS 6.2.4

Review Force Activity Designations

Establish priorities for material support.

Related International Tasks:

None

MS 6.2.5

Determine Lines of Communication

Determine and establish the lines of communication for an operation. This includes the development of staging facilities and forward mounting bases as required. (ADFP 20 Annex 3C)

Related International Tasks:

US UJTL SN 4.2.5: *Coordinate Defence Wide Base Operations Support.*

US UJTL ST 6.2.6.3: *Establish and Coordinate Protection of Theatre Air, Land and Sea LOC's.*

UK JETL MS 5.1.3: *Determine Lines Of Communication.*

Canadian JTL S 4.1.3: *Determine Lines of Communication.*

Canadian JTL S 4.2.1: *Decide and Establish the Lines Of Communication.*

MS 6.2.6

Develop Cost Estimate

Develop operational costing estimates to be provided to the Government. (ADFP 20 Annex 3C and Chapter 6.3)

Related International Tasks:

None

MS 6.2.7

Coordinate with NGOs, PVOs, Government Departments and Allies

Coordinate logistics requirements with non-governmental organisations (NGOs), private volunteer organisations (PVOs), Government departments and allies. This may include such things as negotiations of supply agreements and access to allied resources. (ADFP 20 Annex 3B, 3C, 3E; ADFP 20 Chapter 7.11-7.38; Chapter 8; Annex 8A, 8B; ADFP 21 Chapter 3.13)

Related International Tasks:

US UJTL SN 3.1.3: Support Establishment of Access and Storage Agreements.

US UJTL ST 8.5: Coordinate and Integrate Regional Interagency Activities.

MS 6.2.8

Develop Guidance to Ensure Compliance with Environmental Issues

Develop guidance to ensure operational compliance with environmental issues. This includes details on Customs and Australian Quarantine and Inspection Service (AQIS) regulations including information on returning of equipment to Australia. Environmental issues addressed by this guidance include regeneration, repatriation, reconstitution and refurbishment of the area of operations. (ADFP 21 Chapter 5.40; ADFP 56)

Related International Tasks:

Canadian JTL S 8.1: Identify Strategic Priorities, Formulate Policy Guidance and High Level Doctrine.

MS 6.3

Generate Future Force

Expand the armed services by assembling and organising national resources to support national objectives in times of war or other emergencies. This task brings the ADF, or part of it, to a state of readiness for operations or other national emergencies. It also includes activating all or part of the Reserves as well as assembling and organising personnel, supplies and equipment.

Related International Tasks:

US UJTL SN 6: Conduct Mobilization.

UK JETL MS 4.3: Activate Reserve Forces.

Canadian JTL S 7.2: Activate Reserve Forces.

MS 6.3.1

Determine Future Force Requirements

Determine future force requirements by planning the allocation and reallocation of personnel, equipment, weapons, and fuel, ammunition, ranges and training areas to meet proposed operational requirements.

Related International Tasks:

NATO AS 4.1.1: Integrate Field Services.

US UJTL SN 4.1.1: Determine Human Resource Requirements.

UK JETL MS 4.2.1: Man and Equip the Force.

Canadian JTL S 7.1.1: Man and Equip the Force.

MS 6.3.2

Review Force Preparedness

Review future force preparedness levels and their ability to undertake future military operations. (ADFP 4 Chapter 1.14)

Related International Tasks:

NATO AS 7.2.1: Maintain and Report Status of Resources and Training.

US UJTL SN 3.2.3: Manage Strategic Force Readiness Levels.

UK JETL MS 4.1.5: Identify and Implement Changes to Force Readiness States.

Canadian JTL S 7.1.3: Identify and Implement Changes to Force Readiness States.

MS 6.3.3

Identify and Implement Changes to Future Levels of Capability

Identify and implement changes to be sent to units to improve their future levels of capability.

Related International Tasks:

NATO AS 7.2.1: Maintain and Report Status of Resources and Training.

US UJTL SN 3.2.3: Manage Strategic Force Readiness Levels.

UK JETL MS 4.1.5: Identify and Implement Changes to Force Readiness States.

Canadian JTL S 7.1.3: Identify and Implement Changes to Force Readiness States.

MS 6.4

Plan Force Preparation and Movements

Plan Force preparation and movements. This includes developing, coordination and evaluation of preparation and mobilisation doctrine, plans and systems. Develop and maintain plans that identify requirements and capabilities of the mobilisation base that support force and resource expansion to achieve military and national security objectives.

Related International Tasks:

US UJTL SN 6.1.1: *Develop and Evaluate Installation Plans, Policies, Procedures and Systems for Mobilization.*

US UJTL SN 6: *Conduct Mobilization.*

UK JETL MS 4.3.1: *Plan Force Generation.*

UK JETL MS 4.3: *Activate Reserve Forces.*

Canadian JTL S 7.2.1: *Plan Force Generation.*

Canadian JTL S 7.2: *Activate Reserve Forces.*

MS 6.4.1

Determine Force Requirements

Determine force requirements by ensuring the allocation and re-allocation of personnel, equipment, weapons, fuel, ammunition, ranges and training areas meet operational requirements.

Related International Tasks:

NATO AS 4.1.1: *Integrate Field Services.*

US UJTL SN 4.1.1: *Determine Human Resource Requirements.*

UK JETL MS 4.2.1: *Man and Equip the Force.*

Canadian JTL S 7.1.1: *Man and Equip the Force.*

MS 6.4.2

Plan Reserve Force Activation

Plan Reserve force activation by developing plans and procedures for mobilising all categories of reserves. Includes exploiting the full range of call out powers provided by the Reserves Forces Act. (ADFP 4 paragraph 5.9)

Related International Tasks:

US UJTL SN 6.1.2: *Develop and Exercise RC Unit and Individual Mobilization Plans.*

UK JETL MS 4.3.2: *Develop Plans and Procedures for Mobilising Reserves.*

Canadian JTL S 7.2.2: *Develop Plans and procedures for Mobilising Reserves.*

MS 6.4.3

Review Force Preparedness

Review the preparedness (readiness and sustainability) of assigned forces to undertake military operations. (ADFP 4 Chapter 2; ADFP 21 Chapter 3.17)

Related International Tasks:

NATO AS 7.2.1: Maintain and Report Status of Resources and Training.

US UJTL SN 3.2.3: Manage Strategic Force Readiness Levels.

US UJTL ST 7.2: Maintain and Report Readiness of Theatre Forces.

UK JETL MS 4.1.5: Identify and Implement Changes to Force Readiness States.

Canadian JTL S 7.1.3: Identify and Implement Changes to Force Readiness States.

MS 6.4.4

Identify and Implement Changes to Force Levels of Capability

Identify changes, obtain approval and order units to improve their levels of capability.

Related International Tasks:

NATO AS 7.2.1: Maintain and Report Status of Resources and Training.

US UJTL SN 3.2.3: Manage Strategic Force Readiness Levels.

UK JETL MS 4.1.5: Identify and Implement Changes to Force Readiness States.

Canadian JTL S 7.1.3: Identify and Implement Changes to Force Readiness States.

MS 6.4.5

Provide Policy for Rotating and Reconstituting Forces

Provide a policy for the regular rotation and reconstitution of ADF personnel through the Area of Operations. Where appropriate ADF personnel should be reassigned to their original units.

Related International Tasks:

US UJTL SN 4.4: Reconstitute National Forces and Means.

Canadian JTL OP 1.2.4: Direct Mission Specific Training.

MS 6.4.6

Manage Availability of Strategic Lift Assets and Resources

Manage the availability of Strategic lift assets and resources for use by the Area of Operations. This includes regular maintenance for the Strategic lift assets. It is also important that accurate records of availability are kept, so that the allocation and prioritisation for use of the lift assets can be determined. Factors that may have to be considered for strategic lift may include appropriate port and airstrip facilities. (ADFP 21 Chapter 3.10)

Related International Tasks:

US UJTL SN 1.1: *Determine Transportation Infrastructure and Resources.*

UK JETL MS 6.2.2: *Direct Strategic Lift For Sustainment.*

Canadian JTL S 6.2.2: *Direct Strategic Lift For Sustainment.*

MS 6.4.7

Determine Strategic Movement Options

Determine strategic movement options to provide movements' input to strategic options appreciations to determine feasibility, suitability and likely cost of movement support required for operations. (ADFP 21 Annex A to Chapter 2)

Related International Tasks:

NATO AS 1.1.1: *Determine Available Transportation.*

US UJTL SN 1.1.1: *Determine Transportation and Support Availability.*

UK JETL MS 5.1.1: *Examine Strategic Movement Options.*

Canadian JTL S 4.1.1: *Examine Strategic Movement Options.*

MS 6.4.8

Coordinate Mobilisation Requirements with Other Departments and Industry

Coordinate Department of Defence mobilisation activities and plans with the activities of other Departments, Agencies and industry to ensure the achievement of military and national security objectives. (ADFP 21 paragraph 3.19)

Related International Tasks:

US UJTL SN 6.1.1: *Develop and Evaluate Installation Plans, Policies, Procedures and Systems for Mobilization.*

UK JETL MS 4.3.1: *Plan Force Generation.*

Canadian JTL S 7.2.1: *Plan Force Generation.*

MS 6.4.9

Identify Movement Impact and Constraints

Identify movement impact and constraints for each option for military action with due regard for the political, military and resource constraints appropriate to strategic level concepts. (ADFP 21 Annex A to Chapter 2)

Related International Tasks:

NATO AS 1.1.2: *Coordinate and Match Transportation Resources and Requirements.*

US UJTL SN 1.1.2: *Coordinate and Match Transportation Resources and Requirements.*

UK JETL MS 5.1.2: *Produce DOAST.*

Canadian JTL S 4.1.2: *Produce DOAST.*

MS 6.4.10

Evaluate Strategic Movements Concepts

Convene the Strategic Administration Planning Group to test strategic movements concepts for a preferred course of action. (ADFP 21 Annex A to Chapter 2)

Related International Tasks:

NATO AS 1.1.1: *Determine Available Transportation.*

US UJTL SN 1.1.1: *Determine Transportation and Support Availability.*

US UJTL ST 4.3.1: *Establish and Coordinate Movement Services Within the AOR.*

UK JETL MS 5.1.1: *Examine Strategic Movements Options.*

Canadian JTL S 4.1.1: *Examine Strategic Movements Options.*

MS 6.4.11

Provide Movement Capabilities to Theatre Commander

Identify requirements, obtain budgetary resources and/or acquire movement capabilities for assignment to the theatre commander in support of operations. (ADFP 21 Annex A to Chapter 2)

Related International Tasks:

NATO AS 1.2.02: *Provide Force and Mobility Assets.*

US UJTL SN 1.2.2: *Determine Mobility Assets.*

UK JETL MS 5.1.4: *Construct Movement Plan and Obtain Strategic Lift Assets.*

Canadian JTL S 4.1.4: *Construct Movement Plan and Obtain Strategic Lift Assets.*

MS 6.4.12

Developing Costing Estimates for the Government

Developing operational costing estimate for governmental use. (ADFP 20 Chapter, 6.7; ADFP 21 Chapter 6.3, 6.5)

Related International Tasks:

None

MS 6.4.13

Develop Restitution Plans

Develop policy that outlines how to handle both personnel and equipment on return from deployment. Where possible returning personnel should be deployed to original units. Restitution of equipment must be inline with AQIS and other environmental guidelines.

Related International Tasks:

None

MS 6.5

Provide Health Services

Provide health services that will promote, improve, conserve or restore the mental and physical health and well-being and performance of individuals and groups. (ADFP 53)

Related International Tasks:

NATO AS 4.1.2: *Provide for Health Services.*

US UJTL SN 6.6.4: *Expand Health Services Support.*

US UJTL SN 4.3.3: *Coordinate Defence wide Health Services.*

UK JETL MS 6.4.2: *Provide Health Services.*

Canadian JTL MS 6.3.2: *Provide Health Services.*

MS 6.5.1

Establish Health Support Services

Establish health support services to the theatre. This includes the provision of medical facilities and supplies. (ADFP 20 Annex 3D, 3E; ADFP 53 Chapter 6)

Related International Tasks:

NATO AS 4.1.2: *Provide for health services.*

US UJTL SN 4.3.3: *Coordinate defence-wide health services.*

UK JETL MS 2.3.2 *Assist foreign disaster relief and humanitarian assistance.*

Canadian JTL S 6.3: *Direct Personnel Support.*

Canadian JTL S 6.3.3: *Provide for Long Term Health Surveillance.*

Canadian JTL S 6.3.5: Activate Joint Casualty Reporting and Reception Plan (JCRRP).

MS 6.5.2

Provide for Long Term Health Monitoring

A monitoring system should be established to continuously gauge the health status of the force within Australia and especially in the Theatre. (ADFP 53 Annex 6D)

Related International Tasks:

US UJTL SN 4.3.4: Develop and maintain a medical surveillance program

UK JETL MS 6.4.3: Provide for long-term health surveillance.

Canadian JTL S 6.3.3: Provide for long-term health surveillance.

MS 6.5.3

Develop Health Guidance

Develop health guidance for the operation. This includes such things as minimum health requirements for deployed forces including vaccinations and levels of fitness and the level of health support being supplied for the operation.

Related International Tasks:

US UJTL ST 4.2.2: Coordinate Health Service Support.

UK JETL MS 6.4.2: Provide Health Services.

Canadian JTL MS 6.3.2: Provide Health Services.

MS 6.5.4

Provide Personnel Casualty Reporting and Evacuation Policies

Design a reporting system and manage it, such that casualties are reported and can be evacuated efficiently. This task will involve co-operation between health and transport services. (ADFP 53 Chapter 3.29, 3.37, Annex 3D; ADFP 43)

Related International Tasks:

UK JETL MS 6.4.4: Direct casualty evacuation.

UK JETL OP 7.3.3: Provide for personnel services.

Canadian JTL S 6.3.4: Direct casualty evacuation.

MS 6.6

Provide Personnel Support Services

Ensure procedures, infrastructure and services are in place to maximise the well being of ADF personnel. (ADFP 20 Chapter 10.32-10.33)

Related International Tasks:

Canadian JTL S 6.3.1: Provide Personnel Management and Support Services.

MS 6.6.1

Establish Nature of Service

Establish the nature of service for this current operation. Including the identification of the type of deployment, the length of deployment and the identification of possible medals for the deployed forces.

Related International Tasks:

None

MS 6.6.2

Establish Policy for Employment of Civilians in the Area of Operations

Where military expertise is critically short or non-existent, civilians with the requisite knowledge can be used if their knowledge is deemed crucial to the success of the campaign. (ADFP 20 Annex 3C, Chapter 7.31)

Related International Tasks:

US UJTL SN 3.1: Coordinate Forward Presence of Forces In Theatres.

US UJTL SN 4.1: Acquire and Distribute Personnel.

MS 6.6.3

Develop Conditions of Service

Develop the conditions of services for deployed forces. This includes such things as pay scales and allowances, length of deployment, due recognition for participation in action within the Area of Operation and outlining the provision of moral boosting services such as Internet and telephone. (ADFP 20 Annex 3D, 3E)

Related International Tasks:

US UJTL SN 4.3.1: Manage Personnel Management and Moral Support.

UK JETL S 6.4.1: Provide Personnel Management and Support Services.

Canadian JTL S 6.3.1: Provide Personnel Management and Support Services.

MS 6.6.4

Provide Personnel and Policy Guidance

Provide guidance on the personnel services and facilities that need to be provided to deployed personnel to facilitate the maintenance of combat effectiveness. This includes administration, welfare, and financial, religious and legal support. (ADFP 20 Annex 3D, 3E)

Related International Tasks:

US UJTL SN 4.3: Provide for Personnel Support.

UK JETL MS 6.4: Direct Personnel Support.

Canadian JTL S 6.3: Direct Personnel Support.

MS 6.6.5

Provide Guidance on the Provision of Services

Manage the acquisition and provision of services to personnel deployed from Australian Support Area (ASA), along the Lines of Communication and up to units in the JFAO. This includes such things as engineering and contractor support. (ADFP 20 Annex 3D, 3E)

Related International Tasks:

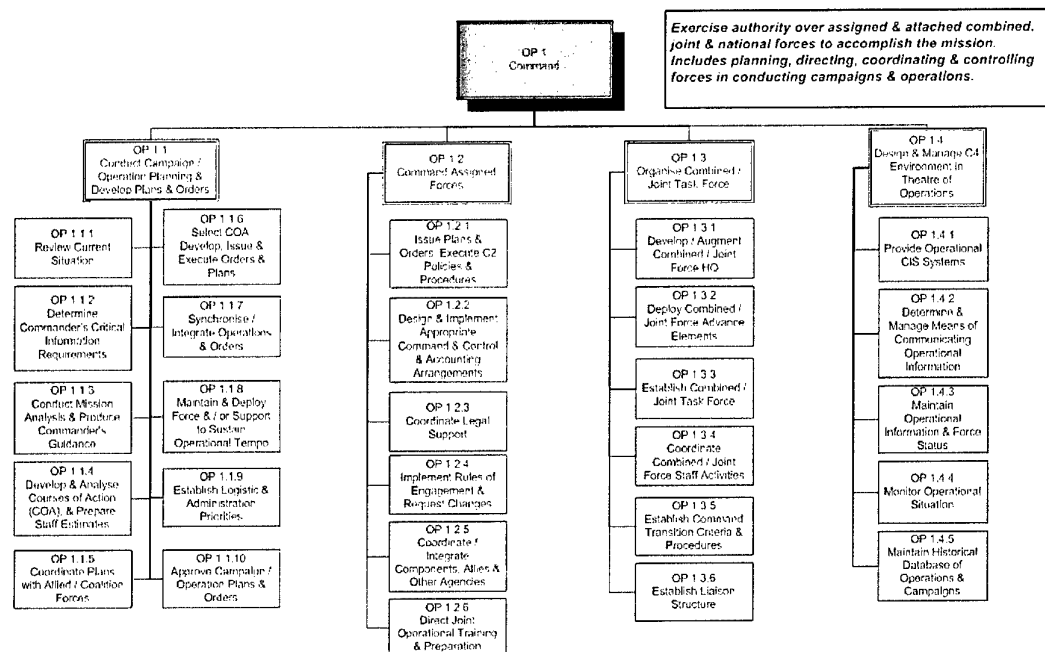
US UJTL SN 4.3: Provide for Personnel Support.

UK JETL MS 6.4: Direct Personnel Support.

Canadian JTL S 6.3: Direct Personnel Support.

OP 1

Command Chart



OP 1 Command

Exercise authority over assigned and attached combined, joint and national forces to accomplish the mission. Includes planning, directing, coordinating and controlling forces in conducting campaigns and operations.

Related International Tasks:

NATO AO 5: *Provide Operational Command and Control.*

US UJTL OP 5: *Provide Operational Command and Control C2.*

UK JETL OP 1: *C4.*

Canadian JTL OP 6: *Sustain.*

OP 1.1

Conduct Campaign / Operation Planning and Develop Plans and Orders

Plan a controlled series of simultaneous or sequential military activities designed to achieve a strategic objective.

Related International Tasks:

NATO AO 5.3: *Conduct Operational Planning.*

US UJTL OP 5.2: *Assess Operational Situation.*

US UJTL OP 5.3: *Prepare Plans and Orders.*

UK JETL OP 1.1: *Assess Situation.*

UK JETL OP 1.2: *Prepare Plans and Orders.*

Canadian JTL OP 1.1: *Assess Situation.*

Canadian JTL OP 1.2: *Prepare Plans and Orders.*

OP 1.1.1

Review Current Situation

Gather as much information as possible on the context within which the operation is to take place. This analysis includes political influences, competing demands for resources, and political, moral and legal constraints.

Related International Tasks:

NATO AO 5.2.1: *Review Current Situation.*

US UJTL OP 5.2.1: *Review Current Situation (Project Branches).*

UK JETL OP 1.1.1: *Staff Branches Review Current Situation.*

Canadian JTL OP 1.1.1: Staff Branches Review Current Situation.

OP 1.1.2

Determine Commander's Critical Information Requirements

Determine the critical information that a commander requires to understand the flow of operations and to make timely and informed decisions.

Related International Tasks:

US UJTL OP 5.1.3: Determine Commander's Critical Information Requirements.

UK JETL OP 2.1.1: Establish Commander's Critical Intelligence Requirements (CCIR) and Request for Further Information (RFIs).

Canadian JTL OP 2.1.1: Establish Commander's Critical Intelligence Requirements (CCIR) and Request for Further Information (RFIs)

OP 1.1.3

Conduct Mission Analysis and Produce Commander's Guidance

Review the situation including environment and threat update, own and coalition forces capability, disposition and ORBAT, identify the superior commander's intent and our mission, identify tasks to be undertaken, identify critical facts and assumptions and draft the commander's guidance including the Concept of Operations (CONOPS). Outcomes of the Joint Intelligence Preparation of the Battle space (JIPB) must be included in the Mission Analysis process.

Related International Tasks:

NATO AO 5.3.1: Conduct Operational Mission Analysis.

US UJTL OP 5.3.1: Conduct Operational Mission Analysis.

UK JETL OP 1.2.2: Conduct Operational Mission Analysis and Staff the Commander's Estimate.

Canadian JTL OP 1.2.2: Conduct Operational Mission Analysis and Staff the Commander's Estimate.

OP 1.1.4

Develop and Analyse Courses of Action (COA), and Prepare Staff Estimates

Identify a range of possible courses of action that will best achieve the mission and intent of the commander. Conduct war gaming on each friendly COA through to its intended end-state in an attempt to predict what may happen during the execution of a COA.

Related International Tasks:

NATO AO 5.3.5: Conduct Staff Analysis and Develop Courses of Action.

US UJTL OP 5.3.4: Develop Courses of Action/Prepare Staff Estimates.

UK JETL OP 1.2.2: Conduct Operational Mission Analysis and Staff the Commander's Estimate.

Canadian JTL OP 1.2.2: Conduct Operational Mission Analysis and Staff the Commander's Estimate.

OP 1.1.5

Coordinate Plans with Allied / Coalition Forces

To facilitate exchange of operational information, ensure the coordination of operations or agency forces, and provide a forum where routine issues can be resolved informally among staff officers.

Related International Tasks:

UK JETL OP 4.3.4: Coordinate Plans with Allied/ Coalition Forces.

Canadian JTL OP 8.1.4: Coordinate Plans with Allied/ Coalition Forces.

OP 1.1.6

Select Courses Of Action, Develop, Issue and Execute Orders and Plans

Compare the strengths and weaknesses of each Course Of Action (COA), and decide which COA is to be developed into a plan and executed. Develop, issue and execute the plan and monitor its execution.

Related International Tasks:

NATO AO 5.3.7: Select or Modify Course of Action.

NATO AO 5.3.8: Develop and Issue Commander's Concept of Operations.

NATO AO 5.3.9: Prepare Operations Plans.

US UJTL OP 5.3.7: Select or Modify Course of Action.

US UJTL OP 5.3.8: Issue Commander's Estimate.

US UJTL OP 5.3.9: Prepare Campaign or Major Operations and Related Plans and Orders.

UK JETL OP 1.2.3: Prepare Campaign and Related Plans and Orders.

Canadian JTL OP 1.2.3: Prepare Campaign and Related Plans and Orders.

OP 1.1.7

Synchronise / Integrate Operations and Orders

Synchronise the employment of capabilities to strike the adversary simultaneously throughout the theatre of operations. These strikes should be aimed to exploit an enemy's critical vulnerabilities in a matrix of decisive points to form a line of operation to the enemy's centre of gravity. (ADFP 9 paragraph 4.20).

Related International Tasks:

NATO AO 5.4.4: Synchronise/Integrate Operations.

US UJTL OP 5.4.4: Synchronise and Integrate Operations.

UK JETL OP 1.3.5: Synchronise/Integrate Operations and Orders.

Canadian JTL OP 1.3.5: Synchronise/Integrate Operations and Orders.

OP 1.1.8

Maintain and Deploy Force and / or Support to Sustain Operational Tempo

Provision of reserve forces to sustain the operational tempo.

Related International Tasks:

None

OP 1.1.9

Establish Logistic and Administration Priorities

Establish Logistic and Administration priorities for the current operation. These include such things as the movement of equipment, personnel and supplies.

Related International Tasks:

None

OP 1.1.10

Approve Campaign / Operation Plans and Orders

Obtain the commander's approval and the next higher commander's approval of joint plans and orders before issue.

Related International Tasks:

NATO AO 5.4.1: Approve Plans and Orders.

US UJTL OP 5.4.1: Approve Plans and Orders.

UK JETL OP 1.3.1: Approve Plans and Orders.

Canadian JTL OP 1.3.1: Approve Plans and Orders.

OP 1.2

Command Assigned Forces

Define responsibilities between commanders and specify their individual authority. Component Commanders must understand their mission and contribution to the achievement of the superior commander's concept and intent.

Related International Tasks:

NATO AO 5.4: Direct and Lead Subordinate Operational Forces .

US UJTL OP 5.4: Command Subordinate Operational Forces.

UK JETL OP 1.3: Command Subordinate Forces.

Canadian JTL OP 1.3: Command Subordinate Forces.

OP 1.2.1

Issue Plans and Orders, Execute C2 Policies and Procedures

Issue plans and orders to subordinate, supporting or attached units for execution, and to adjacent and higher units for coordination.

Related International Tasks:

NATO AO 5.4.2: Issue Plans and Orders .

US UJTL OP 5.4.2: Issue Plans and Orders.

UK JETL OP 1.3.2: Issue Plans and Orders, Execute C2 Policies and Procedures.

Canadian JTL OP 1.3.2: Issue Plans and Orders, Execute C2 Policies and Procedures.

OP 1.2.2

Design and Implement Appropriate Command and Control and Accounting Arrangements

Structure command and control arrangements to meet the situation. Provide visibility of stock and asset tracking, and provide information systems and procedures for achieving this.

Related International Tasks:

UK JETL OP 1.3.4: Design and Implement Appropriate Command and Control and Accounting Arrangements.

Canadian JTL OP 1.3.4: Design and Implement Appropriate Command and Control and Accounting Arrangements.

OP 1.2.3

Coordinate Legal Support

Provide legal advice to Commanders on the legitimacy of operations and on use of force, particularly through legal input to the Rules of Engagement, targeting, operational plans and directives to Commanders, and other legal issues.

Related International Tasks:

US UJTL OP 4.4.7: Provide for Legal Services.

UK JETL OP 7.3.5: Provide Legal Services.

Canadian JTL OP 6.3.5: Provide Legal Services.

OP 1.2.4

Implement Rules of Engagement and Request Changes

Consider the Rules of Engagement (ROE) required for successful prosecution of the campaign as early as possible, and request changes or additions as necessary. Requests for ROE should include a full explanation of the rationale and military consequences if the ROE are not approved.

Related International Tasks:

NATO AO 5.4.3: Issue Rules of Engagement.

US UJTL OP 5.4.3: Provide Rules of Engagement.

UK JETL OP 1.3.3: Implement Rules of Engagement and Request Changes.

Canadian JTL OP 1.3.3: Implement Rules of Engagement and Request Changes.

OP 1.2.5

Coordinate / Integrate Components, Allies and Other Agencies

Coordinate with coalition partners, component commands, and adjacent, subordinate, higher and supporting organisations to ensure co-operation and mutual support, a consistent effort, and a mutual understanding of the

commander's priorities, support requirements, concept and intent, and objectives.

Related International Tasks:

NATO AO 5.4.5: Coordinate/Integrate Components.

US UJTL OP 5.4.5: Coordinate/Integrate Components, Theatre and Other Support.

US UJTL OP 5.7.6: Coordinate Coalition Support.

UK JETL OP 1.3.6: Coordinate/Integrate Components

UK JETL OP 4.3.6: Coordinate Coalition Support.

Canadian JTL OP 1.3.6: Coordinate/Integrate Components

Canadian JTL OP 8.1.6: Coordinate Coalition Support.

OP 1.2.6

Direct Joint Operational Training and Preparation

Plan and conduct operational training and preparation to: test the adequacy of plans, the timing of detailed operations, and the combat readiness of participating forces; ensure that all units are familiar with the plans; and test the adequacy of communications.

Related International Tasks:

UK JETL OP 1.3.7: Direct Operational Rehearsals.

Canadian JTL OP 1.3.7: Direct Operational Rehearsals.

OP 1.3

Organise Combined / Joint Task Force

Organise a headquarters for command and control of designated joint and coalition forces under the Joint Force Commander.

Related International Tasks:

NATO AO 5.5: Establish a Joint and Combined Force.

US UJTL OP 5.5: Establish, Organise and Operate a Joint Force Headquarters.

UK JETL OP 1.4: Organise Joint Task Force Headquarters.

Canadian JTL OP 1.4: Organise Joint Task Force Headquarters.

OP 1.3.1

Develop / Augment Combined / Joint Force HQ

Provide appropriate JFHQ staffing, facilities and equipment encompassing all the disciplines required to conduct the campaign.

Related International Tasks:

NATO AO 5.5.3: *Augment Combined Joint Force Staff.*

US UJTL OP 5.5.3: *Integrate Joint Force Staff Augmentees.*

UK JETL OP 1.4.1: *Develop and/or Augment Joint Task Force Headquarters/NCCHQ.*

Canadian JTL OP 1.4.1: *Develop and/or Augment Joint Task Force Headquarters.*

OP 1.3.2

Deploy Combined / Joint Force Advance Elements

Deploy elements of the headquarters into the operational area in advance of the remainder of the force. This activity includes collecting and updating information relevant to the pre-deployment site survey.

Related International Tasks:

NATO AO 5.5.4: *Deploy Combined Joint Force Headquarters Advance Element.*

US UJTL OP 5.5.4: *Deploy Joint Force Headquarters Advance Element.*

UK JETL OP 1.4.4: *Deploy Joint Force Headquarters Advance Elements.*

Canadian JTL OP 1.4.4: *Deploy Joint Force Headquarters Advance Elements.*

OP 1.3.3

Establish Combined / Joint Task Force

Establish a force, which is composed of significant elements of two or more Services operating under a single commander, authorised to exercise operational control over such joint forces. The task includes organising subordinate commands and headquarters, staffing the headquarters, designating the commander, issuing mission guidance, and other activities associated with establishing such commands.

Related International Tasks:

NATO AO 5.5.1: *Develop a Combined Joint Force Command and Control Structure.*

US UJTL OP 5.5.1: *Develop a Joint Force Command and Control Structure.*

UK JETL OP 1.4.5: *Establish or Participate in a Joint Task Force.*

Canadian JTL OP 1.4.5: *Establish or Participate in a Joint Task Force.*

OP 1.3.4

Coordinate Combined / Joint Force Staff Activities

Organise, direct and coordinate the activities of the joint force staff to efficiently support the joint force commander and execute the military strategy. This task includes developing staff operating procedures, establishing watch keeping responsibilities and determining facility support requirements.

Related International Tasks:

US UJTL OP 5.5.7: Conduct Joint Force Staff Operations.

UK JETL OP 1.4.6: Conduct Joint Task Force Operations.

Canadian JTL OP 1.4.6: Conduct Joint Task Force Operations.

OP 1.3.5

Establish Command Transition Criteria and Procedures

Establish continuous, uninterrupted and unambiguous guidance and direction for command transition. Ensure possession of adequate communications, connectivity, manning, intelligence support and C2 capability for command transitions.

Related International Tasks:

NATO AO 5.5.5: Establish Command Transition Criteria and Procedures.

US UJTL OP 5.5.5: Establish Command Transition Criteria and Procedures.

UK JETL OP 1.4.2: Establish Command Transition Criteria and Procedures.

Canadian JTL OP 1.4.2: Establish Command Transition Criteria and Procedures.

OP 1.3.6

Establish Liaison Structure

Establish liaison with nations, commands, authorities, government agencies and non-government organisations operating in support of the campaign plan or independently in the Area of Responsibility as well as between the components of the force. Such liaison is aimed at ensuring mutual understanding and unity of purpose and includes coordination of coalition C4I assets and the provision of liaison teams.

Related International Tasks:

NATO AO 5.5.2: Develop Combined Joint Force Liaison Structure.

US UJTL OP 5.5.2: Develop Joint Force Liaison Structure.

UK JETL OP 1.4.3: Establish Liaison Structure.

Canadian JTL OP 1.4.3: Establish Liaison Structure.

OP 1.4

Design and Manage C4 Environment in Theatre of Operations

Establish, direct, and control or interact with the networks or nodes used to send or receive operational orders and information (including data).

Related International Tasks:

NATO AO 5.1: *Operate and Manage Operational CIS and Maintain Status.*

US UJTL OP 5.1: *Acquire and Communicate Operational Level Information and Maintain Status.*

UK JETL OP 1.5: *Design and Manage Command, Control, Comms and Computers (C4).*

Canadian JTL OP 7.3: *Generate Command, Control, Comms and Computers (C4).*

OP 1.4.1

Provide Operational CIS Systems

Provide operational communications and information systems (CIS) to send and receive information, data, imagery and video to all participating HQ's and deployed commanders.

Related International Tasks:

NATO AO 5.1.1: *Communicate Operational Information.*

US UJTL OP 5.1.1: *Communicate Operational Information.*

UK JETL OP 1.5.1: *Communicate Operational Information Exchange Requirement.*

Canadian JTL OP 7.3.1: *Communicate Operational Information Exchange Requirements.*

OP 1.4.2

Determine and Manage Means of Communicating Operational Information

Direct the deployment of CIS systems to ensure the most effective use of the EM spectrum.

Related International Tasks:

NATO AO 5.1.2: *Manage Means of Communicating Operational Information.*

US UJTL OP 5.1.2: *Manage Means of Communicating Operational Information.*

UK JETL OP 1.5.2: *Determine and Manage Means of Communicating Operational Information.*

Canadian JTL OP 7.3.2: *Determine and Manage Means of Communicating Operational Information.*

OP 1.4.3

Maintain Operational Information and Force Status

Obtain, process, store and display operational data in a form suitable for the decision making and planning processes of the commander and his staff.

Related International Tasks:

NATO AO 5.1.3: Maintain Operational Information and Force Status.

US UJTL OP 5.1.4: Maintain Operational Information and Force Status.

UK JETL OP 1.5.3: Maintain Operational Information and Force Status.

Canadian JTL OP 7.3.3: Maintain Operational Information and Force Status.

OP 1.4.4

Monitor Operational Situation

Observe and monitor operations using a range of strategic and operational maritime, ground and air assets, including satellites.

Related International Tasks:

NATO AO 5.1.4: Monitor Strategic Situation.

US UJTL OP 5.1.5: Monitor Strategic Situation.

UK JETL OP 1.5.4: Monitor Situation.

Canadian JTL OP 7.3.4: Monitor Situation.

OP 1.4.5

Maintain Historical Database of Operations and Campaigns

Collect paper, photographic images, electronic documentation and artefacts of key events, decisions and observations of joint operations and campaigns to support lessons learned analysis, public affairs efforts, doctrine development, and historical retention.

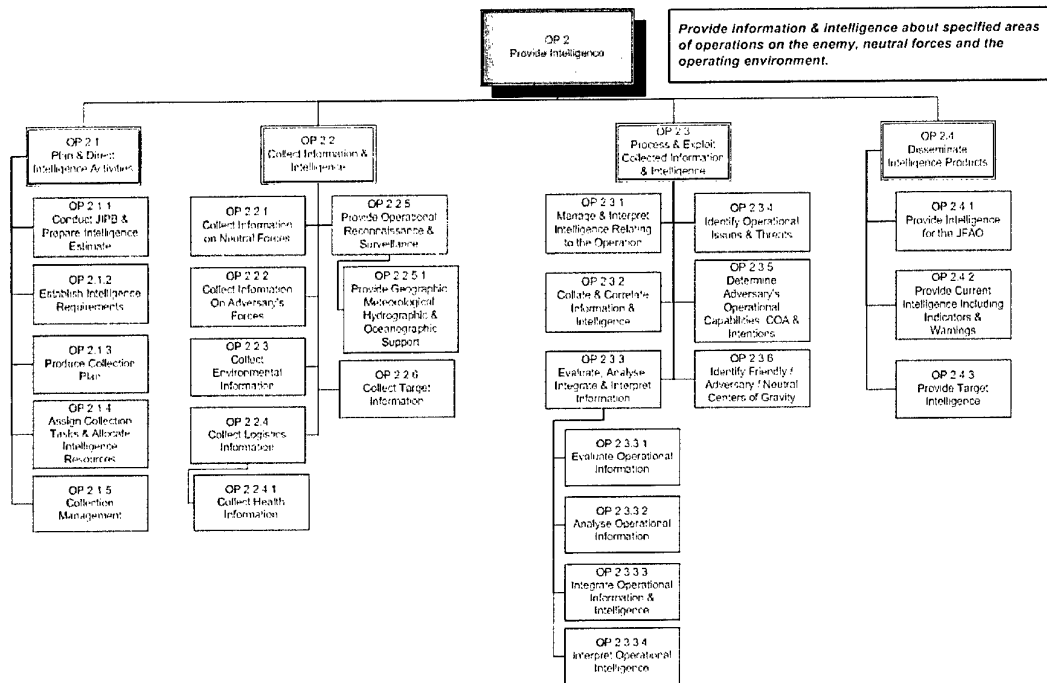
Related International Tasks:

US UJTL OP 5.1.6: Preserve Historical Documentation of Joint /Combined Operations.

UK JETL OP 1.5.5: Collect Data to Identify Remedial Action.

Canadian JTL OP 7.3.5: Collect Data to Identify Remedial Action.

OP 2 Provide Intelligence Chart



OP 2

Provide Intelligence

Provide information and intelligence about specified areas of operations on the enemy, neutral forces and the operating environment. (ADFP 19 paragraph 1.2)

Related International Tasks:

NATO AO 2: *Develop Operational Intelligence.*

US UJTL OP 2: *Provide Operational Information, Surveillance, and Reconnaissance.*

UK JETL OP 2: *ISTAR.*

Canadian JTL OP 2: *Operational Information and Intelligence.*

OP 2.1

Plan and Direct Intelligence Activities

Using the commander's mission and guidance, determine intelligence and information requirements, plan the collection effort, task sources and agencies, and maintain a continuous check on the productivity of the sources and agencies. (ADFP 19 paragraph 2.5)

Related International Tasks:

NATO AO 2.1: *Identify and Prioritise Operational Intelligence Requirements.*

US UJTL OP 2.1: *Direct Operational Intelligence Activities.*

UK JETL OP 2.1: *Plan and Direct Intelligence Activities and Reports.*

Canadian JTL OP 2.1: *Plan and Direct Intelligence Activities and Reports.*

OP 2.1.1

Conduct Joint Intelligence Preparation of the Battlefield and Prepare Intelligence Estimate

Define the battle space environment and describe the battle space effects on operations. Evaluate adversary threat (capability and intent), and determine adversary courses of actions, to support staff planning and prepare the foundations for informed military decision making. (ADFP 19 paragraphs 2.11)

Related International Tasks:

UK JETL OP 2.1.2: *Conduct JIPB and Produce Intelligence Estimate and Prepare Collection Plan.*

Canadian JTL OP 2.1.2: *Conduct JIPB and Produce Intelligence Estimate and Prepare Collection Plan.*

OP 2.1.2 Establish Intelligence Requirements

Determine facts, events and/or activities on which there is a need to collect and produce intelligence, to fill in gaps in the commander's knowledge and understanding of the adversary or environment. Intelligence requirements needs to be prioritised according to the significance of the decision they support. (ADFP 19 paragraphs 2.8, 2.10)

Related International Tasks:

US UJTL OP 2.1.1: Determine and Prioritise Operational Priority Intelligence Requirement's (PIR).

US UJTL OP 2.1.2: Determine and Prioritise Operational Information Requirements (IR).

UK JETL OP 2.1.2: Conduct JIPB and Produce Intelligence Estimate and Prepare Collection Plan.

Canadian JTL OP 2.1.2: Conduct JIPB and Produce Intelligence Estimate and Prepare Collection Plan.

OP 2.1.3 Produce Collection Plan

Plan the collection of information from all available sources and collection agencies to satisfy all information requirements. (ADFP 19 paragraph 2.16, 2.17)

Related International Tasks:

US UJTL OP 2.1.3: Prepare Operational Collection Plan.

UK JETL OP 2.1.2: Conduct JIPB and Produce Intelligence Estimate and Prepare Collection Plan.

Canadian JTL OP 2.1.2: Conduct JIPB and Produce Intelligence Estimate and Prepare Collection Plan.

OP 2.1.4 Assign Collection Tasks and Allocate Intelligence Resources

Assign collection tasks to sources and agencies, and allocate adequate resources to those organisations to permit the accomplishment of assigned tasks. (ADFP 19 paragraph 2.18)

Related International Tasks:

US UJTL OP 2.1.4: Allocate Intelligence Resources in the Joint Operations Area (JOA).

UK JETL OP 2.1.4: Allocate Intelligence Resources.

Canadian JTL OP 2.1.4: Allocate Intelligence Resources.

OP 2.1.5

Collection Management

Maintain a check to ensure the appropriate information is being collected and monitor the collection effort to ensure the ongoing appropriateness of the allocation of assets to tasks, and to seek additional collection opportunities. (ADFP 19 paragraph 2.19)

Related International Tasks:

None

OP 2.2

Collect Information and Intelligence

Gather information on enemy and neutral forces and their decision points. Gather information on the battle space. (ADFP 19 paragraphs 2.20 and 2.21)

Related International Tasks:

NATO AO 2.2 Collect Operational Information.

US UJTL OP 2.2 Collect and Share Operational Information.

UK JETL OP 2.2 Collect and Share Operational Information.

Canadian JTL OP 2.2 Collect and Share Operational Information.

OP 2.2.1

Collect Information on Neutral Forces

Collect information on neutral forces ORBAT, including strengths, vulnerabilities, operational doctrine, intentions, nature and characteristics within the area of interest.

Related International Tasks:

US UJTL OP 2.2.1 Collect Information on Operational Situation.

UK JETL OP 2.2.1 Collect Situational Information on Neutral and Friendly Forces.

Canadian JTL OP 2.2.1 Collect Information on Neutral and Friendly Forces.

OP 2.2.2

Collect Information on Adversary's Forces

Collect information on enemy forces ORBAT, including strengths, vulnerabilities, operational doctrine, intentions, disposition and characteristics within the area of interest.

Related International Tasks:

NATO AO 2.2.1: *Collect Information on Enemy Operational Situation and Hazards.*

US UJTL OP 2.2.1: *Collect Information on Operational Situation.*

UK JETL OP 2.2.2: *Collect Information on Adversary Forces and Hazards.*

Canadian JTL OP 2.2.2: *Collect Information on Adversary Forces and Hazards.*

OP 2.2.3

Collect Environmental Information

Obtain operationally significant environmental information. This includes geographic support, aeronautical information, hydrographic, and oceanographic and meteorological information.

Related International Tasks:

US UJTL OP 2.2.3 *Collect and Assess Meteorological and Oceanographic (METOC) Operational Information.*

UK JETL OP 2.2.3 *Collect Environmental Information.*

Canadian JTL OP 2.2.3 *Collect Environmental Information.*

OP 2.2.4

Collect Logistics Information

Obtain operationally significant logistic information. This includes determining a host nation's capability to procure, receive, store, maintain, distribute and control the flow of military material between the point of reception into the military system and the point of issue. Constant monitoring of the logistic situation throughout the period of deployment is also required.

Related International Tasks:

US UJTL OP 2.2.4: *Determine Logistical Capabilities of the Joint Operational Area (JOA).*

OP 2.2.4.1

Collect Health Information

Obtain operationally significant health information. This includes casualty tracking, morbidity surveillance and environmental hazard mapping.

Related International Tasks:

UK JETL OP 7.4.5: *Provide Medical Advice of Operational Importance to the Commander's and Staff.*

Canadian JTL OP 6.4.3: *Provide Morbidity Surveillance, Casualty Documentation and Real Time Health Intelligence.*

OP 2.2.5

Provide Operational Reconnaissance and Surveillance

Provide surveillance and reconnaissance support and products to support operational commanders. Information may also be acquired to support tactical level commanders and national / strategic agencies.

Related International Tasks:

NATO AO 2.2.3: *Provide Operational Reconnaissance and Surveillance.*

US UJTL OP 2.2.2: *Directly Support Theatre Strategic Surveillance and Reconnaissance Requirements.*

UK JETL OP 2.2.4: *Coordinate Theatre Surveillance and Recce.*

Canadian JTL OP 2.2.4: *Coordinate Theatre Surveillance and Recce.*

OP 2.2.5.1

Provide Geographic, Meteorological, Hydrographic and Oceanographic Support

Provide mapping and charts to support the campaign, including digital geographic information. Provide meteorological, Hydrographic and oceanographic support (resources, data and advice) to the campaign.

Related International Tasks:

US UJTL OP 2.2.3: *Collect and Assess Meteorological and Oceanographic (METOC) Operational Information.*

UK JETL OP 5.2.2: *Deploy and Coordinate Geographic, Meteorological, Hydrographical and Oceanographical Support.*

Canadian JTL OP 3.2.2: *Deploy and Coordinate Geographic, Meteorological, Hydrographical and Oceanographical Support.*

OP 2.2.6 Collect Target Information

Obtain information that supports the detection, identification, and location of enemy centres of gravity and high value targets. This task includes distinguishing enemy target information from friendly forces, and assessing damage to operational targets. This task also includes targeting (ie, the locating, tracking and reporting) of isolated or captured personnel.

Related International Tasks:

NATO AO 2.2.2: Collect Information on Operational Targets.

US UJTL OP 2.2.5: Collect Target Information.

UK JETL OP 2.2.6: Collect Target Information.

Canadian JTL OP 2.2.6: Collect Target Information.

OP 2.3 Process and Exploit Collected Information and Intelligence

Convert collected information into a form suitable for intelligence analysis. Perform intelligence analysis. (ADFP 19 paragraph 2.24)

Related International Tasks:

NATO AO 2.3: Process Operational Intelligence.

US UJTL OP 2.3: Process and Exploit Collected Operational Information.

UK JETL OP 2.3: Process and Exploit Collected Information.

Canadian JTL OP 2.3: Process and Exploit Collected Information.

OP 2.3.1 Manage and Interpret Intelligence Relating to the Operation

Perform imagery development and interpretation, translate documents, convert data, analyse captured enemy material and decrypt encoded/enciphered material. Information and actions are recorded in an Intelligence Log. Includes scientific and technical processing. (ADFP 19 Paragraph 2.25)

Related International Tasks:

US UJTL OP 2.3.1: Conduct technical Processing and Exploitation in Joint Operations Area (JOA).

UK JETL OP 2.3.1: Manage and Interpret Technical Processing in the JFAO.

Canadian JTL OP 2.3.1: Manage and Interpret Technical Processing in the JFAO.

OP 2.3.2

Collate and Correlate Information and Intelligence

Identify and group related information for comparison and associating and combining data on single subjects to improve reliability and credibility. This includes developing enemy intentions, operational target information and identifying enemy vulnerabilities. Disseminate information that is of immediate and obvious importance. (ADFP 19 Paragraph 2.25)

Related International Tasks:

US UJTL OP 2.3.3: Correlate Information.

UK JETL OP 2.3.2: Collate and Correlate Information.

Canadian JTL OP 2.3.2: Collate and Correlate Information.

OP 2.3.3

Evaluate, Analyse, Integrate and Interpret Information

Evaluate, analyse and fuse information, then interpret its significance. (ADFP 19 paragraphs 2.26-2.37)

Related International Tasks:

NATO AO 2.3.1: Evaluate Operational Threat (and Friendly) Information.

US UJTL OP 2.4.1: Evaluate, Integrate, Analyse and Interpret Operational Information.

UK JETL OP 2.3.3: Evaluate, Integrate, Analyse and Interpret Operational Information.

Canadian JTL OP 2.3.3: Evaluate, Integrate, Analyse and Interpret Operational Information.

OP 2.3.3.1

Evaluate Operational Information

Appraise an item of information in terms of its pertinence to the operation, the reliability of the source or agency through which the information was derived, and the credibility (or accuracy) of the information. (ADFP 19 paragraphs 2.26 to 2.28)

Related International Tasks:

NATO AO 2.3.2: Analyse and Evaluate Operational Areas.

US UJTL OP 2.4.1: Evaluate, Analyse, and Interpret Operational Information.

OP 2.3.3.2

Analyse Operational Information

Conduct a detailed examination of an item of information and resolution of the information into its component elements or facts. (ADFP 19 paragraphs 2.29 to 2.30)

Related International Tasks:

NATO AO 2.3.2: Analyse and Evaluate Operational Areas.

OP 2.3.3.3

Integrate Operational Information and Intelligence

Grouping together of related items of information and intelligence so that meaningful patterns and relationships are identified and clarified. (ADFP 19 paragraphs 2.31 to 2.3 to 2.33)

Related International Tasks:

NATO AO 2.3.3: Integrate Operational Intelligence.

OP 2.3.3.4

Interpret Operational Intelligence

Determining the meaning or significance of intelligence by judging it in relation to current knowledge. The drawing of inferences and the making of assessments from reported information. (ADFP 19 paragraphs 2.34 to 2.3 to 2.37)

Related International Tasks:

None

OP 2.3.4

Identify Operational Issues and Threats

Assess threats to the force and the countries and forces of multinational partners. This task includes addressing potential issues and situations that could impact Australian national security interests and objectives within the areas of operations. This task includes analysing the nature and characteristics

of the theatre to determine the types and scale of operations the theatre will support and the impact of significant regional features and hazards on the conduct of both friendly and enemy campaigns or joint operations.

Related International Tasks:

UK JETL OP 2.3.4: Identify Operational Issues and Threats.

Canadian JTL OP 2.3.4: Identify Operational Issues and Threats.

OP 2.3.5

Determine Adversary's Operational Capabilities, Courses of Action and Intentions

Analyse the adversary's situation, including his intentions, possible intentions and vulnerabilities. The consideration of intentions should cover probable political and military objectives and his broad course of action that would support these objectives.

Related International Tasks:

UK JETL OP 2.3.5: Determine Adversary's Operational Capabilities, COA and Intentions.

Canadian JTL OP 2.3.5: Determine Adversary's Operational Capabilities, COA and Intentions.

OP 2.3.6

Identify Friendly / Adversary / Neutral Centres of Gravity

Identify Centres of Gravity (CoGs), leading to the determination of decisive points allowing striking the adversary's CoGs while protecting friendly CoGs.

Related International Tasks:

UK JETL 2.3.6: Identify Friendly / Adversary / Neutral Centres of Gravity.

Canadian JTL 2.3.6: Identify Friendly / Adversary / Neutral Centres of Gravity.

OP 2.4

Disseminate Intelligence Products

Disseminate intelligence to satisfy the commander's priority intelligence requirements and other intelligence requirements (ADFP 19 paragraphs 2.38 to 2.40)

Related International Tasks:

NATO AO 2.4: Prepare and Disseminate Operational Intelligence Reports.

US UJTL OP 2.4.2: Prepare Intelligence for Joint Operations Area (JOA).

UK JETL OP 2.4: Prepare and Disseminate Intelligence Reports.

Canadian JTL OP 2.4: Prepare and Disseminate Intelligence Reports.

OP 2.4.1

Produce Intelligence for the JFAO

Prepare intelligence and present it to the users, including other intelligence personnel, in a finished state.

Related International Tasks:

US UJTL OP 2.4.2: Prepare Intelligence for the Joint Operations Area (JOA).

UK JETL OP 2.4.1: Prepare Intelligence for the Area of Operations.

Canadian JTL OP 2.4.1: Prepare Intelligence for the Area of Operations.

OP 2.4.2

Provide Current Intelligence Including Indicators and Warnings

Report operational intelligence of immediate value relating to the area of operations. This task includes the preparation of intelligence estimates and assessments, and periodic intelligence briefings and reports.

Related International Tasks:

NATO AO 2.3.4: Develop Indications and Warnings.

US UJTL OP 2.4.2.1: Provide Indications and Warnings for the Joint Operations Area (JOA).

UK JETL OP 2.4.2.1: Provide Current Intelligence Including Indicators and Warnings.

Canadian JTL OP 2.4.2: Provide Current Intelligence Including Indicators and Warnings.

OP 2.4.3

Provide Target Intelligence

Report intelligence of operational targeting value. This includes supporting the operational targeting process.

Related International Tasks:

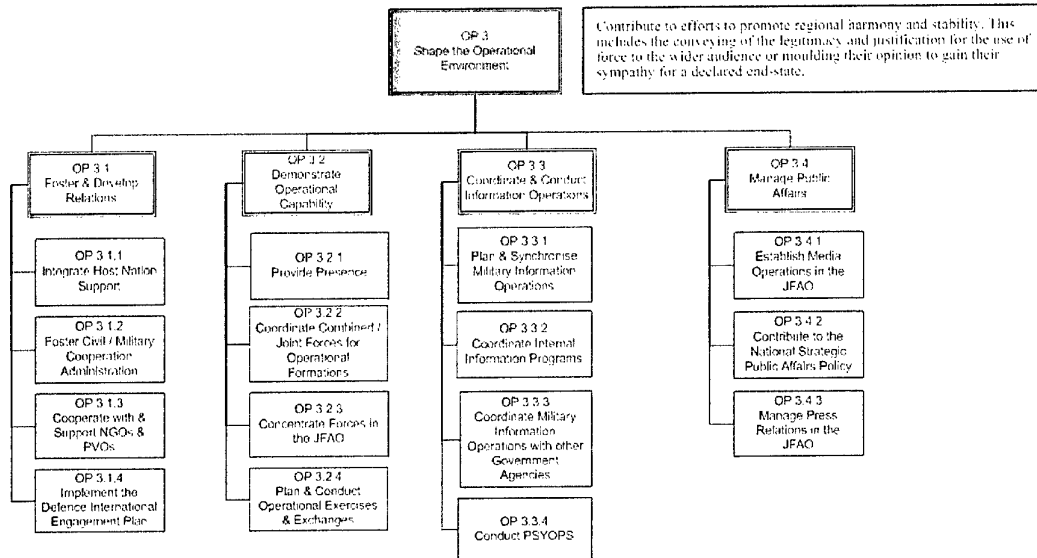
US UJTL OP 2.4.2.4: Provide Target Intelligence for the Joint Operations Area (JOA).

UK JETL OP 2.4.4: Provide Target Intelligence.

Canadian JTL OP 2.4.4: Provide Target Intelligence.

OP 3

Shape the Operational Environment Chart



OP 3

Shape the Operational Environment

Contribute to efforts to promote regional harmony and stability. This includes the conveying of the legitimacy and justification for the use of force to the wider audience or moulding their opinion to gain their sympathy for a declared end-state.

Related International Tasks:

UK JETL OP 4: Shape.

Canadian JTL OP 8: Government Coordination.

OP 3.1

Foster and Develop Relations

Foster and develop relations between joint forces, allies, coalition, other governmental departments, international agencies and governments in the interests of cooperation, mutual support and a consistent effort.

Related International Tasks:

NATO AO 5.7: Coordinate and Integrate Joint/ Multinational and Interagency Support.

US UTJL OP 5.7: Coordinate and Integrate Joint/ Multinational and Interagency Support.

UK JETL OP 4.3: Provide Civil/ Military Cooperation and Integrate Multinational, other Governmental Departments and Agency Support.

Canadian JTL OP 8.1: Provide Civil/ Military Cooperation and Integrate Multinational, other Governmental Departments and Agency Support.

OP 3.1.1

Integrate Host Nation Support

Implement and manage host nation support in the theatre, meeting political objectives and ensuring most effective contribution with military and third party capability.

Related International Tasks:

US UJTL OP 5.7.5: Coordinate Host Nation Support.

UK JETL OP 4.3.5: Coordinate Host Nation Support.

Canadian JTL OP 8.1.5: Coordinate Host Nation Support.

OP 3.1.2

Foster Civil / Military Cooperation Administration

Develop and support arrangements and the provision of resources to support the relationship between commanders and national authorities, civil and military and civil populations within the area of operations. This may include cooperation with non-governmental or international agencies, organisations and authorities.

Related International Tasks:

UK JETL OP 4.3.7: Foster Civil / Military Cooperation Administration.

Canadian JTL OP 8.1.7: Foster Civil / Military Cooperation Administration.

OP 3.1.3

Cooperate with and Support Non-Governmental Organisations and Private Volunteer Organisations

To conduct planning and coordination with non-governmental organisations.

Related International Tasks:

UK JETL OP 4.3.8: Cooperate with and support NGO's and PVO's including DFID and OSCE.

Canadian JTL OP 8.1.8: Cooperate with and support NGO's and PVO's including DFID and OSCE.

OP 3.1.4

Implement the Defence International Engagement Plan

Contribute to the implementation of the Defence International Engagement Plan.

Related International Tasks:

None

OP 3.2

Demonstrate Operational Capability

Deploy forces, in either an operational or exercise context, in order to influence perception of national potential or resolve.

Related International Tasks:

None

**OP 3.2.1
Provide Presence**

Position forces so as to provide visible evidence of Australian national interest and intent.

Related International Tasks:

None

**OP 3.2.2
Coordinate Combined / Joint Forces for Operational Formations**

Coordinate the positioning of joint forces into operational formations for the conduct of major operations, to create a picture of defeat in the mind of the enemy.

Related International Tasks:

NATO AO 1.2.2: Posture Combined Joint Forces for Operational Formations.

US UJTL OP 1.2.2: Posture Joint Forces for Operational Formations.

UK JETL OP 4.1.2: Posture Joint Forces.

Canadian JTL OP 1.5.2: Posture Joint Forces.

**OP 3.2.3
Concentrate Forces in the Joint Force Area of Operations**

To assemble operational forces in areas from which they are best able to undertake the campaign and achieve an operational advantage. The concentration of these forces is outlined by the commander's concept of operations.

Related International Tasks:

NATO AO 1.2.3: Concentrate Forces in the Area of Operations.

US UJTL ST 1.2: Assemble Forces.

US UJTL OP 1.2.3: Assemble Forces in the Joint Operations Area (JOA).

OP 3.2.4

Plan and Conduct Operational Exercises and Exchanges

Conduct exercises or other show of force demonstrations to display national military capabilities.

Related International Tasks:

US UJTL OP 1.2.4.1: Conduct a show of force.

US UJTL OP 1.2.4.2: Conduct a demonstration.

OP 3.3

Coordinate and Conduct Information Operations

Plan and implement an effective public information operation in order to protect and enhance force cohesion.

Related International Tasks:

NATO AO 5.6: Employ Operational Command and Control Warfare (C2W).

US UJTL OP 5.6: Coordinate Operational Information Operations (IO).

UK JETL OP 4.2: Plan and Implement Information Operations and Public Affairs.

Canadian JTL OP 3.5: Plan and Implement Information Operations and Public Affairs.

OP 3.3.1

Plan and Synchronise Military Information Operations

Take actions to influence decision makers (and neutral, hostile and friendly perceptions) in support of political and military objectives by affecting enemy information and/or information systems whilst exploiting or protecting one's own information and/or information systems.

Plan the integrated use of all military capabilities, including destruction, EW, deception, PSYOPS, and OPSEC, to deny information to the enemy and to exploit, influence, degrade, confuse or destroy enemy C2 capabilities and to protect friendly C2, intelligence and CIS against such actions by the enemy.

Related International Tasks:

NATO AO 5.6: Employ Operational Command and Control Warfare (C2W).

US UJTL OP 5.6.1: Integrate Operational Information Operations.

UK JETL OP 4.2.1: Coordinate Information Operations.

UK JETL OP 4.2.2: Plan the C2W campaign.

Canadian JTL OP 3.5.1: Coordinate Information Operations.

Canadian JTL OP 3.5.2: Plan the C2W campaign.

OP 3.3.2

Coordinate Internal Information Programs

Coordinate with subordinate and component areas to ensure that internal information requirements are being addressed. This task also includes providing forces with the rationale behind the task and how it fits into the whole campaign.

Related International Tasks:

US UJTL OP 5.6.2: Plan and Integrate Operational C2W.

UK JETL OP 4.2.2: Plan the C2W Operations.

UK JETL OP 4.2.5: Coordinate Command / Internal Information Programs.

Canadian JTL OP 3.5.5: Coordinate Command / Internal Information Programs.

Canadian JTL OP 3.5.2: Plan the C2W Operations.

OP 3.3.3

Coordinate Military Information Operations with other Government Agencies

Coordinate information operations with those of the government and other agencies.

Related International Tasks:

US UJTL OP 5.7.4: Coordinate Plans with Non-DOD Organisations.

OP 3.3.4

Conduct PSYOPS

Conduct a PSYOPS campaign to deny information to the enemy, influence, confuse or degrade enemy C2 capabilities.

Related International Tasks:

US UJTL OP 5.6: Coordinate Operational Information Operations (IO).

US UJTL OP 3.2.2.1: Employ PSYOP in the Joint Operations Area (JOA).

UK JETL OP 4.2.2: Plan the C2W campaign.

Canadian JTL OP 3.5.2: Plan the C2W campaign.

OP 3.4

Manage Public Affairs

Manage public affairs both in the Area of Operations and within the Australian community. This includes liaising with the media and coordinating community relations programs.

Related International Tasks:

US UJTL OP 5.8: Provide Public Affairs in the Joint Operations Area (JOA).

UK JETL OP 4.2: Plan and Implement Information Operations and Public Affairs.

Canadian JTL OP 3.5: Plan and Implement Information Operations and Public Affairs.

OP 3.4.1

Establish Media Operations in the JFAO

Promote and encourage informed comment and accurate reporting of the purpose, role, and status of the force and the professional achievements of the personnel under command. The news media is used to reach as wide a public possible internationally, within the host nation and in Australia.

Related International Tasks:

UK JETL OP 4.2.3: Establish Media Operations Service.

Canadian JTL OP 3.5.3: Establish Media Operations Service.

OP 3.4.2

Contribute to the National Strategic Public Affairs Policy

Give feedback on the national strategic public affairs policy.

Related International Tasks:

None

OP 3.4.3

Manage Press Relations in the JFAO

Prepare a public information policy plan in the area of operations, including overall aims and objectives, a reporting 'stop list' and 'ground rules', a media briefing policy and media monitoring.

Related International Tasks:

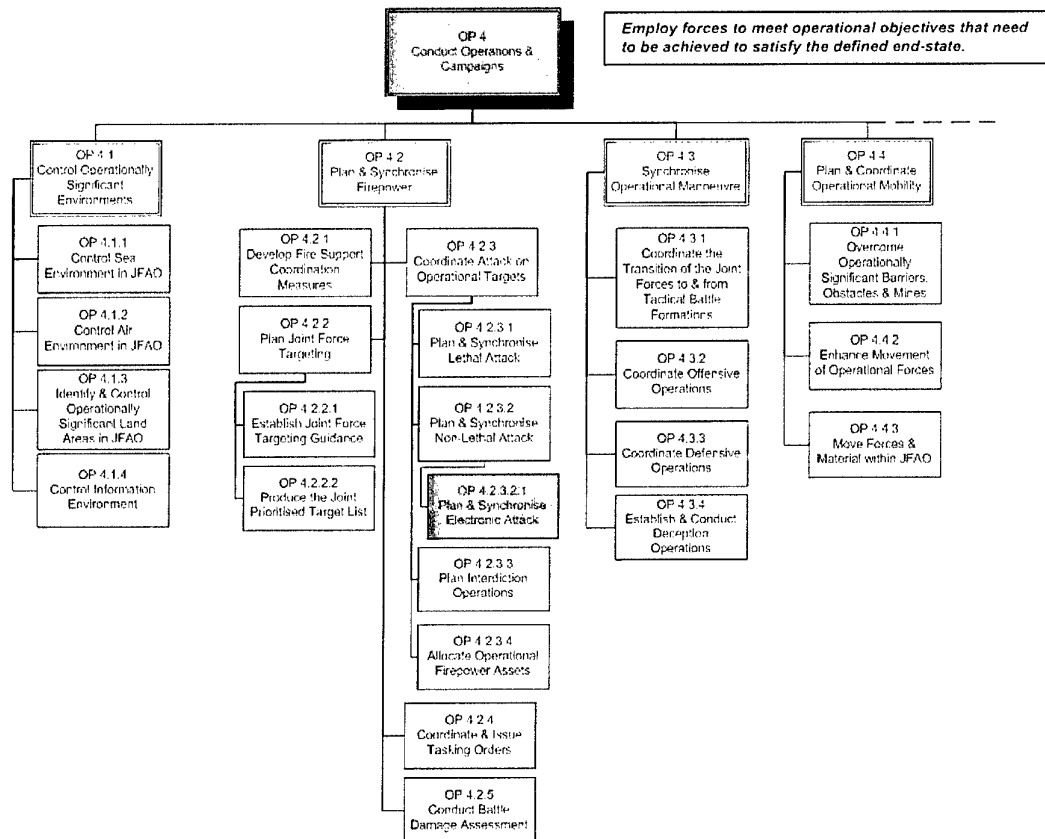
US UJTL OP 5.8.1: Manage Media Relations in the Joint Operational Area (JOA).

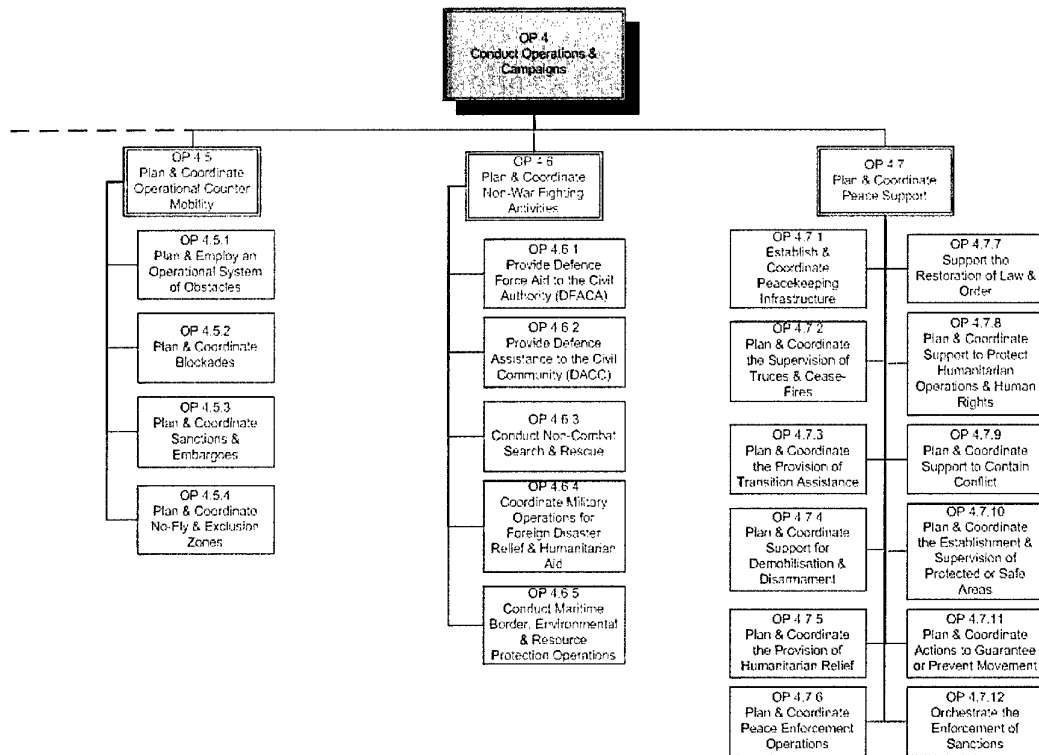
UK JETL OP 4.2.4: Manage Press Relations in the JOA.

Canadian JTL OP 3.5.4: Manage Press Relations in the JOA.

OP 4

Conduct Operations and Campaigns Chart





OP 4

Conduct Operations and Campaigns

Employ forces to meet operational objectives that need to be achieved to satisfy the defined end-state. (ADFP 6 Chap 3)

Related International Tasks:

NATO AO 1: Conduct Operational Movement and Manoeuvre.

US UJTL OP 1: Coordinate Operational Movement and Manoeuvre.

UK JETL OP 5: Effect.

Canadian JTL OP 3: Conduct Operational Campaign.

OP 4.1

Control Operationally Significant Environments

Coordinate the domination of a designated environment through the use of resources available to the Joint Force commander in the area of operations. Control or domination may occur through establishing air superiority, maritime superiority, information superiority or land superiority that is important to the success of a campaign or major operation.

Related International Tasks:

NATO AO 1.4: Control or Dominate Operationally Significant Areas.

US UJTL OP 1.5: Conduct Operationally Significant Areas.

UK JETL OP 5.1: Control or Dominate Operationally Significant Areas.

Canadian JTL OP 3.1: Control or Dominate Operationally Significant Areas.

OP 4.1.1

Control Sea Environment in Joint Force Area of Operations

Establish sea control. Sea control involves establishing the military conditions so that own forces have freedom of action to use the sea for one's own purposes in specified geographical areas, for specific periods of time, and deny the use of the sea to an adversary where necessary.

Related International Tasks:

NATO AO 1.4.2: Gain and Maintain Maritime Superiority in Area of Operations.

US UJTL OP 1.5.2: Gain and Maintain Maritime Superiority in the Joint Operations Area (JOA).

UK JETL OP 5.1.2: Gain and Maintain Maritime Superiority in the JOA.

Canadian JTL OP 3.1.2: Gain and Maintain Maritime Superiority in the JOA.

OP 4.1.2

Control Air Environment in Joint Force Area of Operations

Achieve the required control of the air, which will allow friendly operations to proceed at a given time and place without prohibitive interference, whilst ensuring that own forces and assets are safe from attack.

Related International Tasks:

NATO AO 1.4.3: Gain and Maintain Air Superiority in Area of Operations.

US UJTL OP 1.5.3: Gain and Maintain Air Superiority in the Joint Operations Area (JOA).

UK JETL OP 5.1.3: Gain and maintain the Required Degree of Control of the Air.

Canadian JTL OP 3.1.3: Gain and Maintain the Required Degree of Control of the Air.

OP 4.1.3

Identify and Control Operationally Significant Land Areas in Joint Force Area of Operations

Control an area or geographic point or position important to the success of a campaign or major operation to prevent enemy occupation of the position through firepower, firepower potential or occupation of the land area.

Related International Tasks:

NATO AO 1.4.1: Control Operationally Significant Land Area .

US UJTL OP 1.5.1: Coordinate Control of Operationally Significant Land Area in the Joint Offensive Area (JOA).

UK JETL OP 5.1.1: Identify and Control Operationally Significant Land Area in the JOA.

Canadian JTL OP 3.1.1: Identify and Control Operationally Significant Land Area in JOA.

OP 4.1.4

Control Information Environment

Maintain control of the information environment to limit its usefulness to the adversary, and to allow its effective use by friendly forces.

Related International Tasks:

US UJTL OP 1.5: Coordinate Control of Operationally Significant Environments.

US UJTL OP 6.3.3: Protect use of Electromagnetic Spectrum in the Joint Operations Area (JOA).

US UJTL OP 6.2.4: Protect use of the Acoustic Spectrum in the Joint Operations Area (JOA).

UK JETL OP 6.3.2: Protect Use of the Electromagnetic Spectrum in the JOA.

UK JETL OP 6.3.3: Protect Use of the Acoustic Spectrum in the JOA.

Canadian JTL OP 5.3.2: Protect Use of the Electromagnetic Spectrum in the JOA.

Canadian JTL OP 5.3.3: Protect Use of the Acoustic Spectrum in the JOA.

OP 4.2

Plan and Synchronise Firepower

Synchronize, and integrate as necessary, operational attacks on single or multiple operational targets at the decisive time and place. This integration includes lethal and/or non-lethal attacks, to include friendly C2 and EW measures and minimizing their effect on friendly forces, neutrals, and non-combatants. (ADFP 11 Supp 1 Chapter 1)

Related International Tasks:

NATO AO 3.2.6: Provide Firepower in Support of Operational Manoeuvre.

US UJTL OP 3.2.7: Synchronise Operational Firepower.

UK JETL OP 5.6.3: Plan and Synchronise Firepower.

Canadian JTL OP 3.7.3: Plan and Synchronise Firepower.

OP 4.2.1

Develop Fire Support Coordination Measures

Develop measures and procedures to coordinate command and control of joint force fire support.

Related International Tasks:

NATO AO 3.1.7: Develop Fire Support Coordination Measures.

US UJTL OP 3.1.7: Develop Fire Support Coordination Measures.

UK JETL OP 5.5.6: Develop Fire Support Coordination Measures.

Canadian JTL OP 3.6.6: Develop Fire Support Coordination Measures.

OP 4.2.2

Plan Joint Force Targeting

Identify and select land, sea and air targets that have decisive impact on operations, and match targets to appropriate firepower. (ADFP 23)

Related International Tasks:

NATO AO 3.1: Conduct Combined Joint Force Targeting.

US UJTL OP 3.1: Conduct Joint Force Targeting.

UK JETL OP 5.5: Plan Joint Force Targeting.

Canadian JTL OP 3.6: Plan Joint Force Targeting.

OP 4.2.2.1

Establish Joint Force Targeting Guidance

The Joint Force Commander is responsible for issuing targeting guidance to direct the deliberations of the Joint Targeting Coordination Board (JTCB). (ADFP 23 Chapter 4)

Related International Tasks:

NATO AO 3.1.1: Establish Combined Joint Force Targeting Strategy .

US UJTL OP 3.1.1: Establish Joint Force Targeting Guidance.

UK JETL OP 5.5.1: Establish Joint Force Targeting Guidance.

Canadian JTL OP 3.6.1: Establish Joint Force Targeting Guidance.

OP 4.2.2.2

Produce the Joint Prioritised Target List

Prioritise high value and pay off targets, and select sequence of attack within the Joint Force Commander's plan. (ADFP 23 Chapter 7)

Related International Tasks:

NATO AO 3.1.2: Allocate Joint/Multinational Operational Firepower Resources.

US UJTL OP 3.1.2: Apportion Joint/Multinational Operational Firepower Resources.

UK JETL OP 5.5.2: Produce the Joint Integrated Prioritised Target List (JIPTL).

Canadian JTL OP 3.6.2: Produce the Joint Integrated Prioritised Target List (JIPTL).

OP 4.2.3

Coordinate Attack on Operational Targets

Engage targets using Joint and combined firepower on land, sea and air, and Special Forces against land, sea and air targets of operational significance to destroy, neutralise, suppress and demoralise enemy forces.

Related International Tasks:

NATO AO 3.2: Attack Operational Targets.

US UJTL OP 3.2: Attack Operational Targets.

UK JETL OP 5.6: Coordinate Attack on Operational Targets.

Canadian JTL OP 3.7.2: Coordinate Attack on Operational Targets.

OP 4.2.3.1

Plan and Synchronise Lethal Attack

Plan and synchronise the engagement of operational land, sea and air targets with lethal means designed to degrade, impair, disrupt, or delay the performance of enemy operational forces, tasks and facilities.

Related International Tasks:

NATO AO 3.2.1: Attack Enemy Operational Land/ Maritime Targets.

NATO AO 3.2.3: Attack Enemy Aircraft and Missiles. (Offensive Counter Air).

OP 4.2.3.2

Plan and Synchronise Non-Lethal Attack

Plan and synchronise the engagement of operational land, sea and air targets with non-lethal means designed to degrade, impair, disrupt, or delay the performance of enemy operational forces, tasks and facilities.

Related International Tasks:

NATO AO 3.2.2: Conduct Non Lethal Attack on Operational Targets.

US UJTL OP 3.2.2: Conduct Attack on Non Lethal Operational Targets using Nonlethal Means.

UK JETL OP 5.6.4: Plan and Synchronise Non Lethal Attack.

Canadian JTL OP 3.7.4: Plan and Synchronise Non Lethal Attack.

OP 4.2.3.2.1

Plan and Synchronise Electronic Attack

Plan and synchronise electronic attack to delay, disrupt or degrade enemy operational forces or critical tasks and facilities or critical tasks and facilities (including C2 tasks) and to affect the enemy's will to fight.

Related International Tasks:

NATO AO 3.2.2: Conduct Non Lethal Attack on Operational Targets.

US UJTL OP 3.2.2.2: Employ Electronic Attack (EA) in The Joint Operations Area (JOA).

UK JETL OP 5.6.4: Plan and Synchronise Non Lethal Attack.

Canadian JTL OP 3.7.4: Plan and Synchronise Non Lethal Attack.

OP 4.2.3.3

Plan Interdiction Operations

Interdiction must be conducted in concert with other operations for optimum synergy. The effects of interdiction are cumulative, and to be fully effective should be pursued for an extended period. It requires careful planning and the expenditure of a great deal of effort; a decision to divert assets away from interdiction should only be made after careful analysis of the situation.

Related International Tasks:

NATO AO 3.2: Attack Operational Targets.

US UJTL OP 1.2.6: Conduct Defensive Operations in Joint Operational Area (JOA).

UK JETL OP 5.6.2: Plan the Interdiction of Operational Forces/Targets.

Canadian JTL OP 3.7.2: Plan the Interdiction of Operational Forces/Targets.

OP 4.2.3.4

Allocate Operational Firepower Assets

Assign operational firepower assets to operational targets consistent with the Joint Force Commander's plan and intent. (ADFP 23 Chapter 8)

Related International Tasks:

NATO AO 3.1.2: Allocate Joint / Multinational Operational Firepower Resources.

US UJTL OP 3.1.2: *Apportion Joint / Multinational Operational Firepower Resources.*

UK JETL OP 5.5.3: *Apportion Joint / Multinational Operational Firepower Resources.*

Canadian JTL OP 3.6.3: *Apportion Joint / Multinational Operational Firepower Resources.*

OP 4.2.4

Coordinate and Issue Tasking Orders

Assign missions and specific tasking to subordinate commands employing assets or other means in the area of operations. (ADFP 23 Chapter 8)

Related International Tasks:

NATO AO 3.1.5: *Publish Orders for Employment of Operational Firepower.*

US UJTL OP 3.1.5: *Publish Air Tasking Order(s) (ATO).*

UK JETL OP 5.5.4: *Publish Air Tasking Orders (ATO).*

Canadian JTL OP 3.6.4: *Publish Air Tasking Orders (ATO).*

OP 4.2.5

Conduct Battle Damage Assessment

Conduct the timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against a predetermined target, and determine the need for re-attack. (ADFP 23 Chapter 9)

Related International Tasks:

NATO AO 3.1.6: *Conduct Operational Combat Assessment.*

US UJTL OP 3.1.6.1: *Conduct Operational Combat Assessment.*

UK JETL OP 5.5.5: *Assess Battle Damage on Operational Targets.*

Canadian JTL OP 3.6.5: *Assess Battle Damage on Operational Targets and Conduct BDA.*

OP 4.3

Synchronise Operational Manoeuvre

To plan and coordinate manoeuvre or movement to and from battle formations and to extend forces to operational depths, in an effort to achieve a position of advantage over the enemy for accomplishing strategic or operational objectives.

Related International Tasks:

NATO AO 1.1: Plan and Coordinate Operational Manoeuvre.

US UJTL OP 1.2: Coordinate Operational Manoeuvre and Force Positioning.

UK JETL OP 4.1: Plan and Direct Operational Manoeuvre and Force Positioning.

Canadian JTL OP 1.5: Plan and Direct Operational Manoeuvre and Force Positioning.

OP 4.3.1

Coordinate the Transition of the Joint Forces to and from Tactical Battle Formations

Coordinate the extension (or withdrawal from) of operational forces in width and/ or depth to increase battle readiness for battle in conformance with the joint task force commander's campaign plan and to facilitate the tactical commander's plan and intent.

Related International Tasks:

NATO AO 1.2.1: Coordinate the Transition of Joint Forces to and from Tactical Battle Formations.

US UJTL OP 1.2.1: Coordinate the Transition of Joint Forces to and from Tactical Battle Formations.

UK JETL OP 4.1.1: Coordinate the Transition of Joint Forces to and from Tactical Battle Formations.

Canadian JTL OP 1.5.1: Coordinate the Transition of Joint Forces to and from Tactical Battle Formations.

OP 4.3.2

Coordinate Offensive Operations

Take the battle to the enemy. This involves taking the initiative from the enemy, gaining freedom of action, and massing effects to achieve operational objectives.

Related International Tasks:

UK JETL OP 4.1.4: Coordinate Offensive Operations in the JOA.

Canadian JTL OP 1.5.4: Coordinate Offensive Operations in the JOA.

OP 4.3.3

Coordinate Defensive Operations

Counter the enemy's initiative, defeat an enemy attack and prevent the enemy's achievement of his objectives. This task includes taking actions to gain

time, to control key terrain or lines of communication in the theatre of operations/JFAO, or to protect forces, facilities or locations.

Related International Tasks:

US UJTL OP 1.2.6: *Conduct Defensive Operations in the Joint Operations Area (JOA).*

UK JETL OP 4.1.5: *Coordinate Defensive Operations in the JOA.*

Canadian JTL OP 1.5.5: *Coordinate Defensive Operations in the JOA.*

OP 4.3.4

Establish and Conduct Deception Operations

Design and conduct deception operations to stop the enemy from learning the true intent of the joint force commander's campaigns and major operation plans and deception plans.

Related International Tasks:

US UJTL OP 6.4: *Conduct Deception in Support of Subordinate Campaigns and Major Operations.*

US UJTL OP 6.4.1: *Develop Operational Deception Plan.*

US UJTL OP 6.4.2: *Conduct Operational Deception.*

UK JETL OP 4.2.2: *Plan the C2W campaign.*

Canadian JTL OP 3.5.2: *Plan the C2W campaign.*

OP 4.4

Plan and Coordinate Operational Mobility

To facilitate the movement of joint forces in a campaign or major operation without delays to operationally significant terrain or obstacles.

Related International Tasks:

US UJTL OP 1.4: *Provide Operational Mobility.*

UK JETL OP 3.2: *Provide Operational Mobility.*

Canadian JTL OP 4.2: *Provide Operational Mobility.*

OP 4.4.1

Overcome Operationally Significant Barriers, Obstacles and Mines

Preserve maritime freedom of movement by locating and avoiding, or clearing sea mines. Preserve land force freedom of action by neutralising the effect of reinforcing obstacles.

Related International Tasks:

US UJTL OP 1.3.1: Overcome Operationally Significant Barriers, Obstacles and Mines.

UK JETL OP 3.2.1: Overcome Operationally Significant Barriers, Obstacles and Mines.

Canadian JTL OP 3.2.1: Overcome Operationally Significant Barriers, Obstacles and Mines.

OP 4.4.2

Enhance Movement of Operational Forces

Improve mobility, prepare and improve infrastructures, which includes airfields, ports, landing zones, roads and the provision of essential facilities and services.

Related International Tasks:

US UJTL OP 1.3.2: Enhance Movement of Operational Forces.

UK JETL OP 3.2.2: Enhance Movement of Operational Forces.

Canadian JTL OP 3.2.2: Enhance Movement of Operational Forces.

OP 4.4.3

Move Forces and Material Within Joint Force Area of Operations

Relocate or move forces and material by any means of transport within the JFAO, prior to deploying in combat formations.

Related International Tasks:

NATO AO 1.1.2: Plan and Coordinate Intra Theatre Deployment and Redeployment of Forces within Theatre of Operations.

US UJTL OP 1.1.2: Conduct Intratheatre Deployment and Redeployment of Forces within Joint Operations Area (JOA).

UK JETL OP 3.1.1: Formulate the Requirement and Organise Intra Theatre Deployment / Redeployment.

Canadian JTL 4.1.1: Formulate the Requirement and Organise Intra Theatre Deployment / Redeployment.

OP 4.5

Plan and Coordinate Operational Counter Mobility

Delay, channel or stop enemy air, land and sea movements and create a positional advantage for friendly forces.

Related International Tasks:

NATO AO 1.3: Provide Operational Counter Mobility.

US UJTL OP 1.4: Provide Operational Counter Mobility.

UK JETL OP 3.3: Provide Operational Counter Mobility.

Canadian JTL OP 4.2: Provide Operational Counter Mobility.

OP 4.5.1

Plan and Employ an Operational System of Obstacles

Restrict enemy movement through the area of operations by employing measures that are designed to slow or prevent movement through a designated area.

Related International Tasks:

NATO AO 1.3.1: Employ an Operational System of Obstacles.

US UJTL OP 1.4.1: Employ Operational System of Obstacles.

UK JETL OP 3.3.1: Plan and Employ an Operational System of Obstacles.

Canadian JTL OP 4.3.1: Plan and Employ an Operational System of Obstacles.

OP 4.5.2

Plan and Coordinate Blockades

Take action to cut off enemy lines of communication in order to isolate a place or region. This includes the execution of maritime interdiction operations and the development of procedures to detect, classify, intercept and board suspected vessels.

Related International Tasks:

US UJTL OP 1.4.3: Conduct Blockades.

UK JETL OP 3.1.6: Plan and Coordinate Blockades.

Canadian JTL OP 3.1.6: Plan and Coordinate Blockades.

OP 4.5.3

Plan and Coordinate Sanctions and Embargoes

Plan and coordinate embargo/sanctions/quarantine operations, which have been agreed by an international mandate, usually the UN Security Council.

Related International Tasks:

NATO AO 1.4.4: *Isolate the AO.*

US UJTL OP 1.4.2: *Conduct Sanctions and Embargos.*

UK JETL OP 5.1.5: *Isolate JOA, Plan and Coordinate Quarantine, and Sanctions/Embargoes.*

Canadian JTL OP 3.1.5: *Isolate JOA, Plan and Coordinate Quarantine Sanctions/Embargoes.*

OP 4.5.4

Plan and Coordinate No-Fly and Exclusion Zones

Plan and coordinate the establishment of no-fly and exclusion zones in the JFAO.

Related International Tasks:

NATO AO 1.4.4: *Isolate the AO.*

US UJTL OP 1.5.2: *Coordinate Counter mobility Operations.*

UK JETL OP 5.1.5: *Isolate JOA, Plan and Coordinate Quarantine, and Sanctions / Embargoes.*

Canadian JTL OP 3.1.5: *Isolate JOA, Plan and Coordinate Quarantine Sanctions /Embargoes.*

OP 4.6

Plan and Coordinate Non-War Fighting Activities

Undertake a broad range of peacetime tasks in support of Australian national interests. These tasks include surveillance of the Economic Exclusion Zone, search and rescue, humanitarian assistance operations, counter terrorism operations and defence aid to the civil authority and community.

Related International Tasks:

US UJTL OP 4.7: *Provide Politico-Military Support to Other Nations, Groups and Government Agencies.*

US UJTL OP 3.3: *Conduct Peace Operations in the Joint Operational Area (JOA).*

UK JETL OP 5.2: *Peacetime Security.*

Canadian JTL OP 3.2: *Peacetime Security.*

OP 4.6.1

Provide Defence Force Aid to the Civil Authority (DFACA)

Provide Defence Force Aid to the civil authority.

Related International Tasks:

None

OP 4.6.2

Provide Defence Assistance to the Civil Community (DACC)

Provide Defence assistance to State/Territory Governments during civil emergencies/disasters and for significant events. Also, provide assistance to Commonwealth and State/Territory Governments and their civil authorities in the performance of law enforcement tasks, where there is no likelihood that Defence personnel will be required to use force. (DI(G) OPS 05-1)

Related International Tasks:

US UJTL OP 4.7.3: Provide Support to DOD and Other Government Agencies.

UK JETL OP 5.2.1: Provide Military Aid to the Civil Authorities (MACA).

Canadian JTL OP 3.2.1: Provide Military Aid to the Civil Authorities (MACA).

OP 4.6.3

Conduct Non-Combat Search and Rescue

Conduct search and rescue operations for civilian personnel, by aiding in their detection, location and recovery.

Related International Tasks:

US UJTL OP 6.2.9.1: Conduct Civil Search and Rescue.

UK JETL OP 6.2.5: Coordinate Personnel Recovery, including search and rescue, escape and evasion.

OP 4.6.4

Coordinate Military Operations for Foreign Disaster Relief and Humanitarian Aid

Coordinate the provision of military resources to provide humanitarian aid to mitigate the effects of natural or man-made disasters. (DI (G) OPS 01-3)

Related International Tasks:

US UJTL OP 4.7.2: Conduct Civil Military Operations in the Joint Operations Area (JOA).

US UJTL OP 4.7.8: Establish Disaster Control Measures.

UK JETL OP 5.2.4: Orchestrate Operations to Provide Service Assistance for Disaster Relief and Humanitarian Aid Outside the UK.

Canadian JTL OP 3.2.4: Orchestrate Operations to Provide Service Assistance for Disaster Relief and Humanitarian Aid outside Canada.

OP 4.6.5

Conduct Maritime Border, Environmental and Resource Protection Operations

Conduct routine operations to monitor Maritime borders, environmental issues and protect significant resources.

Related International Tasks:

None

OP 4.7

Plan and Coordinate Peace Support

Plan for the employment of military forces to aid peace building, peacemaking, preventive diplomacy, and peacekeeping or peace enforcement initiatives. (ADFP 6 paragraphs 7.34-7.43)

Related International Tasks:

US UJTL ST 8.2.8: Support Peace Operations in Theatre.

UK JETL OP 5.3: Plan and Assist in National and Multinational Peacekeeping Operations.

Canadian JTL OP 3.3: Plan and Assist in National and Multinational Peacekeeping Operations.

OP 4.7.1

Establish and Coordinate Peacekeeping Infrastructure

Establish and coordinate the required infrastructure for peacekeeping.

Related International Tasks:

US UJTL ST 8.2.8.2: Establish and Coordinate a Peacekeeping Infrastructure.

UK JETL OP 5.3.1: *Establish and Coordinate a Peacekeeping Infrastructure and Observe and Monitor.*

Canadian JTL OP 3.3.1: *Establish and Coordinate a Peacekeeping Infrastructure and Observe and Monitor.*

OP 4.7.2

Plan and Coordinate the Supervision of Truces and Cease-Fires

Plan and coordinate tasks to oversee any commitments agreed to be the parties as a part of a truce, cease-fire or other peace plan.

Related International Tasks:

US UJTL ST 8.2.8.1: *Support Multilateral Peace Operations.*

UK JETL OP 5.3.2: *Supervise Truces and Cease-Fires.*

Canadian JTL OP 3.3.2: *Supervise Truces and Cease-Fires.*

OP 4.7.3

Plan and Coordinate the Provision of Transition Assistance

Plan and coordinate the provision of military assistance to a civil authority or community rendered as part of a wider diplomatic, humanitarian and economic strategy to support a return to peace and stability.

Related International Tasks:

US UJTL ST 8.2.8.1: *Support Multilateral Peace Operations.*

UK JETL OP 5.3.4: *Provide Transition Assistance.*

Canadian JTL OP 3.3.4: *Provide Transition Assistance.*

OP 4.7.4

Plan and Coordinate Support for Demobilisation and Disarmament

Plan and coordinate support for operations to demobilise and disarm belligerent parties.

Related International Tasks:

US UJTL ST 8.2.8.1: *Support Multilateral Peace Operations.*

UK JETL OP 5.3.5: *Plan Demobilisation and Disarmament.*

Canadian JTL OP 3.3.5: *Plan Demobilisation and Disarmament.*

OP 4.7.5

Plan and Coordinate the Provision of Humanitarian Relief

Plan and coordinate joint force operations either to deliver humanitarian relief or to protect its delivery by other organisations when the use of force is restricted to self-defence.

Related International Tasks:

UK JETL OP 5.3.6: *Orchestrate and Provide Humanitarian Relief and its Protection.*
Canadian JTL OP 3.3.6: *Orchestrate and Provide Humanitarian Relief and its Protection.*

OP 4.7.6

Plan and Coordinate Peace Enforcement Operations

Plan and assist in the use of civil and military sanctions and collective security actions, by legitimate, international intervention forces to assist diplomatic efforts to restore peace between belligerents, who may not consent to that intervention. (ADFP 6 Chapter 7)

Related International Tasks:

UK JETL OP 5.4: *Plan and Assist in National and Multinational Peace Enforcement Operations.*
Canadian JTL OP 5.3: *Plan and Assist in National and Multinational Peace Enforcement Operations.*

OP 4.7.7

Support the Restoration of Law and Order

Support operations to restore law and order to create a relatively secure environment, which allows civilian agencies the freedom of movement to conduct their daily business and the local population to live a normal existence.

Related International Tasks:

UK JETL OP 5.4.1: *Restore Law and Order.*
Canadian JTL OP 5.4.1: *Restore Law and Order.*

OP 4.7.8

Plan and Coordinate Support to Protect Humanitarian Operations and Human Rights

Plan and coordinate the use of military force, including offensive force if necessary, to protect humanitarian operations and prevent abuse of human rights.

Related International Tasks:

UK JETL OP 5.4.2: Protect Humanitarian Operations and Human Rights.

Canadian JTL OP 5.4.2: Protect Humanitarian Operations and Human Rights.

OP 4.7.9

Plan and Coordinate Support to Contain Conflict

Plan and coordinate intervention in areas of actual or potential conflict, and use or threaten force in order to prevent any further hostile acts and enforce a cessation of hostilities.

Related International Tasks:

UK JETL OP 5.4.3: Contain Conflict.

Canadian JTL OP 3.4.3: Contain Conflict.

OP 4.7.10

Plan and Coordinate the Establishment and Supervision of Protected or Safe Areas

Plan and coordinate operations to establish and supervise a protected or safe area when any community is at risk from persistent attack.

Related International Tasks:

UK JETL OP 5.4.5: Establish and Supervise Protected or Safe Areas.

Canadian JTL OP 3.4.5: Establish and Supervise Protected or Safe Areas.

OP 4.7.11

Plan and Coordinate Actions to Guarantee or Prevent Movement

Plan and coordinate actions to guarantee or deny movement by land, sea or air.

Related International Tasks:

UK JETL OP 5.4.6: Guarantee or Prevent Movement.

Canadian JTL OP 3.4.6: Guarantee or Prevent Movement.

OP 4.7.12

Orchestrate the Enforcement of Sanctions

Conduct operations involving the denial of supplies, diplomatic, economic and other trading privileges, and the freedom of movement of those living in the area of sanctions.

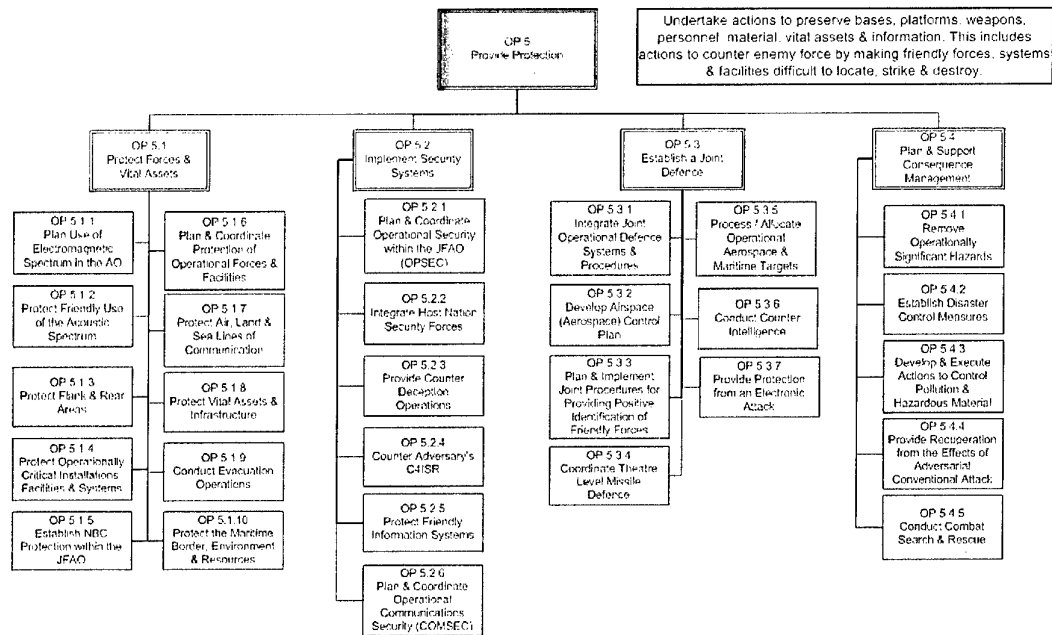
Related International Tasks:

UK JETL OP 5.4.7: Orchestrate the Enforcement of Sanctions.

Canadian JTL OP 3.4.7: Orchestrate the Enforcement of Sanctions.

OP 5

Provide Protection Chart



OP 5 Provide Protection

Undertake actions to preserve bases, platforms, weapons, personnel, material, vital assets and information. Includes actions to counter enemy force by making friendly forces, systems and facilities difficult to locate, strike and destroy.

Related International Tasks:

NATO AO 6: Provide Operational Protection.

US UJTL OP 6: Provide Operational Force Protection.

UK JETL OP 6: Protect.

Canadian JTL OP 5: Protect Operational Forces.

OP 5.1

Protect Forces and Vital Assets

Develop procedures to safeguard the friendly centres of gravity and operational forces that are aimed to reduce or avoid the effects of enemy level operations and unintentional friendly actions.

Related International Tasks:

NATO AO 6.2: Provide Protection for Operational Forces, Means and Noncombatants.

US UJTL OP 6.2: Provide Protection for Operation Forces, Means and Noncombatants.

US UJTL OP 6.3: Protect Systems and Capabilities in the Joint Operational Area (JOA).

UK JETL OP 6.2: Coordinate Hazard Removal, Survival and Control Measures.

UK JETL OP 6.3: Provide Protection.

Canadian JTL OP 5.2: Coordinate Hazard Removal, Survival and Control Measures.

Canadian JETL OP 5.3: Provide Protection.

OP 5.1.1

Plan Use of Electromagnetic Spectrum in the Area of Operations

To establish procedures that ensure continued use of the electromagnetic spectrum despite the adversary's use of electronic warfare.

Related International Tasks:

NATO AO 6.2.3: Protect Use of Electromagnetic Spectrum in the AO.

US UJTL OP 6.2.3: Protect Use of Electromagnetic Spectrum in the Joint Operational Area (JOA).

UK JETL OP 6.3.2: *Protect Use of Electromagnetic Spectrum in the Theatre of Operations / JOA.*

Canadian JTL OP 5.3.2: *Protect use of Electromagnetic Spectrum in the Theatre of Operations/ JOA.*

OP 5.1.2

Protect Friendly Use of the Acoustic Spectrum

Establish procedures that will ensure effective use of the acoustic spectrum that will prevent mutual interference between operational units and counter the enemy's use of acoustic warfare.

Related International Tasks:

US UJTL OP 6.2.4: *Protect use of Acoustic Spectrum in the Joint Operational Area (JOA).*

UK JETL OP 6.3.3: *Protect Use of Acoustic Spectrum in the Theatre of Operations / JOA.*

Canadian JTL OP 5.3.3: *Protect use of Acoustic Spectrum in the Theatre of Operations / JOA.*

OP 5.1.3

Protect Flank and Rear Areas

Protect operational forces and facilities from attack throughout the operational areas.

Related International Tasks:

US UJTL OP 6.5.2: *Protect and secure Flanks, Rear Areas and COMMZ in the Joint Operational Area (JOA).*

UK JETL OP 6.3.4: *Protect and Secure Flank, Rear Areas and COMMZ in the JOA.*

Canadian JTL OP 5.3.4: *Protect and Secure Flank, Rear Areas and COMMZ in the JOA.*

OP 5.1.4

Protect Operationally Critical Installations, Facilities and Systems

Provide physical and procedural measures to protect vital assets, positions and installations from attack, sabotage and theft.

Related International Tasks:

NATO AO 6.5.3: Protect / Secure Operationally Critical Installations, Facilities and Systems.

US UJTL OP 6.5.3: Protect / Secure Operationally Critical Installations, Facilities and Systems.

UK JETL OP 6.3.5: Protect / Secure Operationally Critical Installations, Facilities and Systems.

Canadian JTL OP 5.3.5: Protect / Secure Operationally Critical Installations, Facilities and Systems.

OP 5.1.5

Establish Nuclear, Biological and Chemical Protection within the Joint Forces Area of Operations

To ensure the detection, warning and reporting of and protection against Nuclear, Biological and Chemical threats in the operational area.

Related International Tasks:

NATO AO 6.2.7: Establish WWD protection in the Theatre of Operations.

US UJTL OP 6.2.8: Establish NBC protection in the Joint Operational Area (JOA).

UK JETL OP 6.3.7: Establish NBC Protections in the JOA.

Canadian JTL OP 6.3.7: Establish NBC protection in the JOA.

OP 5.1.6

Plan and Coordinate Protection of Operational Forces and Facilities

Plan and coordinate the protection of operational forces and facilities, which will deny enemy surveillance and observation. This may include construction hardening, camouflage and concealment for operational forces and key facilities to include C2, logistic rear area and assembly areas.

Related International Tasks:

NATO AO 6.2.1: Prepare Operationally Significant Defences.

US UJTL OP 6.3.5: Coordinate Concealment of Forces/Facilities.

US UJTL OP 6.2.1: Prepare Operationally Significant Defences.

UK JETL OP 6.3.1: Prepare Operationally Significant Defences.

Canadian JTL OP 6.3.1: Prepare Operationally Significant Defences.

OP 5.1.7

Protect Air, Land and Sea Lines of Communication

Plan and conduct operations to ensure the security of the lines of communication (LoC). This will ensure the uninterrupted flow of supplies and forces within the area of operations.

Related International Tasks:

NATO AO 6.5.4: Protect/ Secure Air, Land and Sea LOCs.

US UJTL OP 6.5.4: Protect and Secure Air, Land And Sea LOCs in the Joint Operational Area (JOA).

UK JETL OP 6.3.6: Protect and Secure Air, Land and Sea LOCs.

Canadian JTL OP 6.3.6: Protect and Secure Air, Land and Sea LOCs.

OP 5.1.8

Protect Vital Assets and Infrastructure

Protect vital assets and infrastructure.

Related International Tasks:

US UJTL OP 6.5.3: Protect / Secure Operationally Critical installations, Facilities, and Systems

OP 5.1.9

Conduct Evacuation Operations

Conduct operations to relocate, to a place of safety, non-combatants at risk in a foreign country. (ADFP 43)

Related International Tasks:

US UJTL OP 6.2.6: Conduct Evacuation of Noncombatants from the Joint Operations Area (JOA).

UK JETL OP 5.2.3: Orchestrate Noncombatant Evacuation Operations.

Canadian JTL OP 3.2.3: Orchestrate Noncombatant Evacuation Operations.

OP 5.1.10

Protect the Maritime Border, Environment and Resources

Conduct operations to protect maritime borders, environmental issues and protect significant resources.

OP 5.2

Implement Security Systems

Provide physical and procedural measures to minimise direct and indirect attacks on personnel, equipment, installations and lines of communication and interference by the local population.

Related International Tasks:

NATO AO 6.3: Employ Operations Security in Theatre.

NATO AO 6.5: Provide Security for Operational Forces and Means.

US UJTL OP 6.5: Provide Security for Operational Forces and Means.

UK JETL OP 6.4: Provide Security.

Canadian JTL OP 6.4: Provide Security.

OP 5.2.1

Plan and Coordinate Operational Security within the JFAO (OPSEC)

Plan and coordinate the appropriate level of security for an operation, using passive or active means, to deny the enemy knowledge of the dispositions, capabilities and intentions of friendly forces.

Related International Tasks:

NATO AO 6.3: Employ Operational Security Within the Theatre.

US UJTL OP 6.2.14: Employ Operations Security (OPSEC) in the Joint Operations Area (JOA).

UK JETL OP 6.4.1: Define and Establish Force Security Measures.

Canadian JTL OP 5.4.1: Define and Establish Force Security Measures.

OP 5.2.2

Integrate Host Nation Security Forces

Integrate the security plan with that of the host nation forces and services, including provision of liaison officers or assistance where appropriate.

Related International Tasks:

NATO AO 6.5.5: Integrate Host Nation Security Forces and Means.

US UJTL OP 6.5.5: Integrate Host Nation Security Forces and Means.

UK JETL OP 6.4.2: Integrate Host Nation Security Forces.

Canadian JTL OP 5.4.2: Integrate Host Nation Security Forces.

OP 5.2.3

Provide Counter Deception Operations

Conduct procedures to identify and / or neutralise deception efforts of opposing forces.

Related International Tasks:

US UJTL OP 6.2.11: Provide Counter Deception Operations.

UK JETL OP 6.4.3: Provide Counter Deception Operations.

Canadian JTL OP 6.4.3: Provide Counter Deception Operations.

OP 5.2.4

Counter Adversary's C4ISR

Employ counter-reconnaissance and counter-surveillance measures to prevent enemy detection, localisation, identification, tracking and targeting of operational forces.

Related International Tasks:

US UJTL ST 5.5.3: Establish and Monitor Theater Information Security Policy, Plans, Programs, and Direction.

UK JETL OP 6.4.5: Provide Counter ISTAR.

UK JETL OP 6.4.4: Provide Counter PSYOPS.

Canadian JTL OP 6.4.5: Provide Counter ISTAR.

Canadian JTL OP 6.4.4: Provide Counter PSYOPS.

OP 5.2.5

Protect Friendly Information Systems

Protect the information systems so as to ensure the integrity of the information that is stored on them.

Related International Tasks:

US UJTL OP 6.3.4: Protect Information Systems in the Joint Operations Area (JOA).

UK JETL OP 6.4.6: Employ and Assess INFOSEC.

Canadian JTL OP 5.4.6: Employ and Assess INFOSEC.

OP 5.2.6

Plan and Coordinate Operational Communications Security (COMSEC)

Develop and implement procedures that are designed to deny unauthorised persons access to information that can be derived from the possession and study of telecommunication's equipment.

Related International Tasks:

NATO AO 6.3.2: Employ Signal Security (SIGSEC).

US UJTL OP 6.3.2: Supervise Communication's Security (COMSEC).

OP 5.3

Establish a Joint Defence

Establish a joint level of defence that will protect land, maritime and air forces from attack.

Related International Tasks:

NATO AO 6.1: Provide Extended Air Defence.

US UJTL OP 6.1: Provide Operational Air, Space and Missile Defence.

UK JETL OP 6.1: Provide Defence Against an Attack by all Weapon Systems.

Canadian JTL OP 5.1: Provide Defence Against an Attack by all Weapon Systems.

OP 5.3.1

Integrate Joint Operational Defence Systems and Procedures

To integrate and control all battlespace defensive systems of contributing joint, coalition or multinational force elements so as to maximise and coordinate the ability of the force to respond to varied threats.

Related International Tasks:

NATO AO 6.1.2: Integrate Combined Joint Operational Aerospace Defence.

US UJTL OP 6.1.2: Integrate Joint / Multinational Operational Aerospace Defence.

UK JETL OP 6.1.2: Integrate Joint / Multinational Operational Defence Systems and Procedures.

Canadian JTL OP 6.1.2: Integrate Joint / Multinational Operational Defence Systems and Procedures.

OP 5.3.2

Develop Air Space (Aerospace) Control Plan

To develop procedures that will ensure safe, efficient and flexible use of the airspace within and around the Area of Operations.

Related International Tasks:

NATO AO 6.1.3: *Provide Airspace Control.*

US UJTL OP 6.1.3: *Provide Airspace Control.*

UK JETL OP 6.1.3: *Develop Airspace Control Plan.*

Canadian JTL OP 5.1.3: *Develop Airspace Control Plan.*

OP 5.3.3

Plan and Implement Joint Procedures for Providing Positive Identification of Friendly Forces

Implement procedures that when employed will enable identification of friendly forces. This should help to reduce incidents of fratricide within all environments.

Related International Tasks:

NATO AO 6.2.4: *Provide Positive Identification of Friendly Operational Forces.*

US UJTL OP 5.1.11: *Provide Positive Identification of Friendly Forces within Joint Operations Area (JOA).*

UK JETL OP 6.1.6: *Implement, Combat Identification Procedures (CID).*

Canadian JTL OP 5.1.6: *Implement, Combat Identification Procedures (CID).*

OP 5.3.4

Coordinate Theatre Level Missile Defence

Coordinate a theatre level missile defence that will detect and destroy enemy missiles directed towards the area of operations, prior to launch, during flight, or disrupt missile effectiveness through a mix of passive measures, active missile defence and C3I. It also includes the provision of early warning of a missile attack to all forces within the area of operations.

Related International Tasks:

US UJTL OP 6.1.5: *Coordinate Joint Operational Area (JOA) Missile Defence.*

UK JETL OP 6.1.7: *Coordinate Operational Area Missile Defence.*

Canadian JTL OP 5.1.5: *Coordinate Operational Area Missile Defence.*

OP 5.3.5

Process / Allocate Operational Aerospace and Maritime Targets

Employ all sources to detect, identify, classify air and maritime contacts and allocate targets to coalition systems.

Related International Tasks:

NATO AO 6.1.1: Process / Allocate Operational Aerospace Targets.

US UJTL OP 6.1.1: Process / Allocate Operational Aerospace Targets.

UK JETL OP 6.1.1: Process / Allocate Operational Aerospace and Maritime Targets.

Canadian JTL OP 5.1.1: Process / Allocate Operational Aerospace and Maritime Targets.

OP 5.3.6

Conduct Counter Intelligence

Employ counter intelligence to preserve operational security.

Related International Tasks:

US UJTL OP 5.6: Coordinate Operational Information Operations (IO).

UK JETL OP 6.1.9 Employ EW.

Canadian JTL OP 5.1.9 Employ EW.

OP 5.3.7

Provide Protection from an Electronic Attack

Employ electronic warfare techniques to protect friendly information systems from enemy attack.

Related International Tasks:

US UJTL OP 5.6: Coordinate Operational Information Operations (IO).

UK JETL OP 6.1.9 Employ EW.

Canadian JTL OP 5.1.9 Employ EW.

OP 5.4

Plan and Support Consequence Management

Determine threat from hazards, and employ threat removal or reduction measures. This includes threat from toxic substances and radiation sources.

Related International Tasks:

NATO AO 6.2: Provide Protection for Operational Forces, Means and Non-combatants.

US UJTL OP 6.2: Provide Protection for Operational Forces, Means and Non-combatants.

UK JETL OP 6.2: *Coordinate Hazard Removal, Survival and Control Measures.*

Canadian JTL OP 5.2: *Coordinate Hazard Removal, Survival and Control Measures.*

OP 5.4.1

Remove Operationally Significant Hazards

Take measures to protect the force, population and the environment from incidents resulting from civil or military activity during a campaign. This includes the removal of any hazards from the area of operations.

Related International Tasks:

NATO AO 6.2.2: *Remove Operationally Significant Hazards.*

US UJTL OP 6.2.2: *Remove Operationally Significant Hazards.*

UK JETL OP 6.2.1: *Remove Operationally Significant Hazards.*

Canadian JTL OP 5.2.1: *Remove Operationally Significant Hazards.*

OP 5.4.2

Establish Disaster Control Measures

To take measures to protect the environment and / or populations from the effects of disasters resulting from civil or unplanned military activity during a campaign. It includes measures taken before, during or after a disaster and to minimise the effects and expedite recovery.

Related International Tasks:

NATO AO 6.2.6: *Establish Disaster Control Measures.*

US UJTL OP 4.7.8: *Establish Disaster Control Measures.*

UK JETL OP 6.2.2: *Establish Disaster Control Measures.*

Canadian JTL OP 5.2.2: *Establish Disaster Control Measures.*

OP 5.4.3

Develop and Execute Actions to Control Pollution and Hazardous Material

To develop and implement actions that will prevent pollution or toxic waste spills, with the potential to disrupt operations, adversely impact national economies, or do significant environmental damage. In the event of a toxic spill or pollution, take measures to minimise operational interference and environmental damage. Develop actions that will ensure hazardous materials are disposed of properly.

Related International Tasks:

US UJTL OP 6.2.10: *Develop and Execute Actions to Control Pollution and Hazardous Materials.*

UK JETL OP 6.2.3: *Develop and Execute Actions to Control Pollution and Hazardous Materials.*

Canadian JTL OP 5.2.3: *Develop and Execute Actions to Control Pollution and Hazardous Materials.*

OP 5.4.4

Provide Recuperation from the Effects of Adversarial Conventional Attack

The rehabilitation of units and individuals who have recently withdrawn from combat, during this time units are able to recondition and replenish their equipment and receive reinforcements.

Related International Tasks:

UK JETL OP 6.2.4: *Recuperation from the effects of Adversarial Conventional Attack.*

Canadian JTL OP 5.2.4: *Recuperation from the effects of Adversarial Conventional Attack.*

OP 5.4.5

Conduct Combat Search and Rescue

Provide support of isolated military personnel within the area of operations, by aiding in their detection, location and recovery.

Related International Tasks:

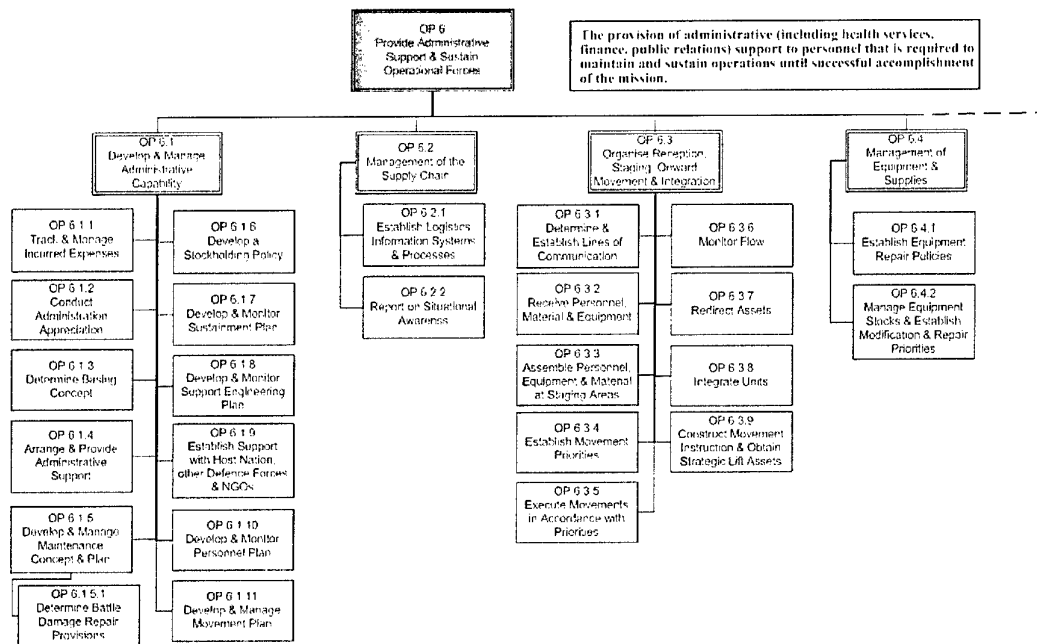
NATO AO 6.2.8: *Coordinate Combat Search and Rescue (CSAR) Support.*

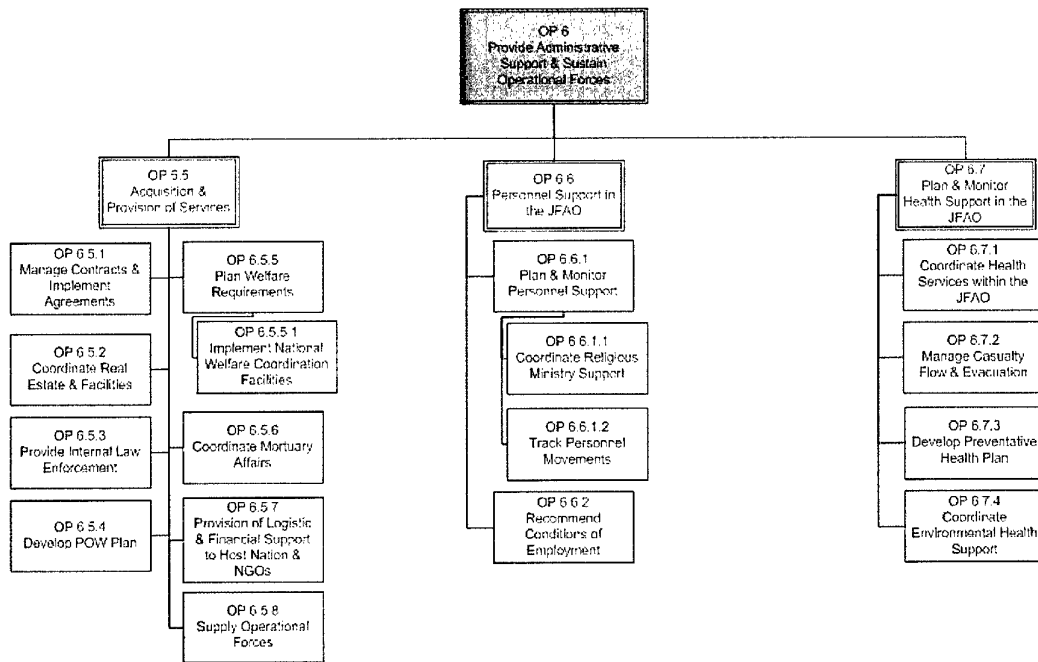
US UJTL OP 6.2.9.2: *Provide Combat Search and Rescue.*

UK JETL OP 6.2.5: *Coordinate Personnel Recovery, including search and rescue, escape and evasion.*

OP 6

Provide Administrative Support and Sustain Operational Forces Chart





OP 6

Provide Administrative Support and Sustain Operational Forces

The provision of administrative support (including health services, finance and public relations) to personnel that is required to maintain and sustain operations until successful accomplishment of the mission. (ADFP 20 paragraphs 1.6-1.8)

Related International Tasks:

NATO AO 4: Provide Operational Support.

US UJTL OP 4: Provide Operational Logistics and Personnel Support.

UK JETL OP 7: Sustain.

Canadian JTL OP 6: Sustain.

OP 6.1

Develop and Manage Administrative Capability

Develop an administrative capability that will support the management and execution of logistics and personnel support involved in an operation. (ADFP 20 paragraphs 1.21-1.24)

Related International Tasks:

US UJTL OP 4.6 Build and Maintain Sustainment Bases in the Joint Operations Area (JOA).

UK JETL OP 7.5: Develop Logistic Capability.

Canadian JTL OP 6.5: Develop Logistic Capability.

OP 6.1.1

Track and Manage Incurred Expenses

Acquire funds and track expenditure in support of the operation and ensure that these are spent in an appropriate and cost effective manner. (ADFP 20 paragraph 1.23g)

Related International Tasks:

UK JETL OP 7.5.6: Acquire, Manage and Distribute Funds.

Canadian JTL OP 6.5.6: Acquire, Manage and Distribute Funds.

OP 6.1.2 Conduct Administration Appreciation

Produce the Administrative Instruction, the theatre logistics concept and attendant plans/instructions in support of the courses of action. (ADFP 20 Annex 3D)

Related International Tasks:

None

OP 6.1.3 Determine Basing Concept

Determine the number and location of the interim staging, main operating and forward mounting bases within the JFAO.

Related International Tasks:

None

OP 6.1.4 Arrange and Provide Administrative Support

Arrange and Provide Administrative Support to deployed force elements, ASNCE and the Liaison Group. (ADFP 20 Annex 3D; ADFP 20 paragraphs 3.15-3.23)

Related International Tasks:

US UJTL ST 4.2 Coordinate Support for Forces in Theater.

OP 6.1.5 Develop and Manage Maintenance Concept and Plan

Develop a maintenance concept to support an operation. This will include such things as equipment rotation and maintenance timetables. (ADFP 20 Annex 3D paragraph 39)

Related International Tasks:

US UJTL ST 4.2 Coordinate Support for Forces in Theater.

OP 6.1.5.1

Determine Battle Damage Repair Provisions

Determine the equipment and provisions required to repair any battle damage to major items of equipment. (ADFP 23 Supplement 1)

Related International Tasks:

None

OP 6.1.6

Develop a Stockholding Policy

Develop a stockholding policy for the operation. This includes specification of days of supply by class for the operational viability period. (ADFP 20 paragraph 3.21 e)

Related International Tasks:

None

OP 6.1.7

Develop and Monitor Sustainment Plan

Develop and monitor the sustainment plan for the operation. (ADFP 20 paragraph 2.86)

Related International Tasks:

None

OP 6.1.8

Develop and Monitor Support Engineering Plan

Develop and monitor support engineering plan for the operation. (ADFP 20 Annex 3E)

Related International Tasks:

None

OP 6.1.9

Establish Support with Host Nation, other Defence Forces and Non-Governmental Organisations

Establish a level of support with other host nation, Defence forces and non-governmental organisations. (ADFP 9 Supplement 1; ADFP 20 paragraphs 4.6-8; ADFP 20 paragraph 8; ADFP 20 Annex A-B)

Related International Tasks:

None

OP 6.1.10

Develop and Monitor Personnel Plan

Develop and monitor personnel plan for deployed forces. (ADFP 20 Annex 3D paragraph 12)

Related International Tasks:

None

OP 6.1.11

Develop and Manage Movement Plan

Develop and manage movement plan for forces to and from the joint force area of operations. (ADFP 21 paragraphs 2.11-2.16, ADFP 21 Annex A-B)

Related International Tasks:

None

OP 6.2

Management of the Supply Chain

Manage the logistics supply chain within the JFAO. (ADFP 17 paragraph 606; ADFP 17 Annex 6A)

Related International Tasks:

None

OP 6.2.1

Establish Logistics Information Systems and Processes

Establish logistic information systems and process that will help to manage and monitor the timely delivery of supplies to the JFAO. These systems can also be used to track movements to, from and within the JFAO. (ADFP 20 paragraphs 3.5-3.7)

Related International Tasks:

None

OP 6.2.2

Report on Situational Awareness

Report on the current status of the operation. (ADFP 20 Annex 3A)

Related International Tasks:

None

OP 6.3

Organise Reception, Staging, Onward Movement and Integration

Receive units, personnel and equipment in the JFAO, process and move them and integrate into tactical units. Includes clearing air and sea points of entry, moving units and equipment to staging areas, preparation and joining units with their equipment. (ADFP 20 3E paragraphs 6b, 10)

Related International Tasks:

US UJTL OP 1.1.3: Conduct Joint Reception, Staging, Onward Movement and Integration (JRSOI) in the Joint Operations Area (JOA).

UK JETL OP 3.1.2: Organise Reception, Staging, Onward Movement and Integration (RSOI).

Canadian JTL OP 4.1.2: Organise Reception, Staging, Onward Movement and Integration (RSOI).

OP 6.3.1

Determine and Establish Lines of Communication

Determine and establish the lines of communication from the Australian Support Area strategic base to the JFAO and consuming unit. Includes route activation, providing terminal operations, selecting points of departure and points of entry, support facilities en route, providing route clearances and selecting forward mounting bases. (ADFP 20 Annex 3F)

Related International Tasks:

NATO AS 1.1.4: Provide for En Route Support and Clearances.

NATO AS 1.2.01: Integrate Deployment Systems.

NATO AS 1.2.03: Coordinate Terminal Operations.

US UJTL SN 1.1.4: Provide for En Route Support and Clearances.

US UJTL SN 1.2.1: Integrate Deployment Systems.

US UJTL SN 1.2.3: Conduct Terminal Operations.

UK JETL MS 5.1.3: Determine Lines of Communication.

UK JETL MS 5.2.1: Decide and Establish the LOC.

Canadian JTL S 4.1.3: Determine Lines of Communication.

OP 6.3.2

Receive Personnel, Materials and Equipment

Receive personnel, materials and equipment.

Related International Tasks:

None

OP 6.3.3

Assemble Personnel, Equipment and Material at Staging Areas

Assemble personnel, equipment and material at staging areas into units.

Related International Tasks:

None

OP 6.3.4 Establish Movement Priorities

From the Commander's Plan and priorities establish a movement plan that outlines the priorities for the movement of personnel and material. (ADFP 20 Annex 3D paragraph 38)

Related International Tasks:

None

OP 6.3.5 Execute Movements in Accordance with Priorities

Execute movements within and to and from the JFAO in accordance to the movement priorities. (ADFP 30 Annex 3D paragraph 39)

Related International Tasks:

None

OP 6.3.6 Monitor Flow

Track and monitor the flow of supplies to ensure cargo visibility from the Australian Support Area, along the lines of communication and up to units in the JFAO.

Related International Tasks:

None

OP 6.3.7 Redirect Assets

Redirect assets as required by the current operational status.

Related International Tasks:

None

OP 6.3.8

Integrate Units

Integrate units into a mission ready joint force. (ADFP 30 Annex 3D paragraph 12)

Related International Tasks:

None

OP 6.3.9

Construct Movement Instruction and Obtain Strategic Lift Assets

Draft the Joint Movement Instruction. Determine the requirement for and activate memorandums of understanding/agreement with civil transport authorities for chartering strategic lift assets. (ADFP 20 Annex 11B)

Related International Tasks:

NATO AS 1.1.2: Coordinate and Match Transportation Resources and Requirements.

NATO AS 1.1.3: Determine Possible Closure Times.

US UJTL SN 1.1.2: Coordinate and Match Transportation Resources and Requirements.

US UJTL SN 1.1.3: Determine Possible Closure Times.

UK JETL MS 5.1.4: Construct Movement Plan and Obtain Strategic Lift Assets.

Canadian JTL S 4.1.4: Construct Movement Plan and Obtain Strategic Lift Assets.

OP 6.4

Management of Equipment and Supplies

Provide facilities, systems and resources to manage and maintain equipment sufficient to support the mission. (ADFP 20 Annex 3D paragraph 13)

Related International Tasks:

US UJTL OP 4.3: Provide for Maintenance Equipment in the Joint Operational Area (JOA).

UK JETL OP 7.2: Manage Equipment and Support in the JOA.

Canadian JTL OP 6.2: Manage Equipment Support in the JOA.

OP 6.4.1

Establish Equipment Repair Policies

Establish policies for repair, back loading and the recovery and salvage of material within the JFAO. This includes damaged allied or enemy material, both ashore and at sea, leased, hired or requested civilian material. This process also includes the monitoring and management of recovered material from initial identification to disposal. (ADFP 20 Annex 3D paragraph 13)

Related International Tasks:

UK JETL OP 7.2.1: Maintain Equipment.

Canadian JTL OP 6.2.1: Maintain Equipment.

OP 6.4.2

Manage Equipment Stocks and Establish Modification and Repair Priorities

Manage equipment stocks, and establish policies for equipment repair and replacement. Establish policies for the modification of equipment and for identifying new operational requirements and urgent operational requirements. (ADFP 20 Annex 3D paragraph 13)

Related International Tasks:

UK JETL OP 7.2.2: Manage Equipment and Establish Repair Priorities.

Canadian JTL OP 6.2.2: Manage Equipment and Establish Repair Priorities.

OP 6.5

Acquisition and Provision of Services

Manage the acquisition and provision of services to personnel deployed from Australian Support Area, along the lines of communication and up to units in the JFAO. This includes such things as engineering and contractor support. (ADFP 20 paragraphs 7.4-7.8)

Related International Tasks:

US UJTL OP 4.5: Manage Logistic Support in the Joint Operations Area (JOA).

UK JETL OP 7.1: Manage Logistic Support in the JOA.

Canadian JTL OP 6.1: Manage Logistic Support in the JOA.

OP 6.5.1

Manage Contracts and Implement Agreements

Provide for the management of contracts in accordance with financial regulations, and satisfy the operational requirements in an effective and efficient manner. (ADFP 20 paragraph 8.6)

Related International Tasks:

US UJTL OP 4.6.6: Manage Contracts and Contract Personnel.

UK JETL OP 7.6.5: Manage Contracts and Contract Personnel.

Canadian JTL OP 6.6.5: Manage Contracts and Contract Personnel.

OP 6.5.2

Coordinate Real Estate and Facilities

Develop a real estate plan, which includes coordinating the real estate and accommodation requirements for the operation and planning for the return of occupied real estate to an environmentally acceptable state at the completion of operations in accordance with Australian standards. (ADFP 20 Annex 3D)

Related International Tasks:

US UJTL OP 4.6.5: Provide for Real Estate Management.

UK JETL OP 7.6.4: Provide for Real Estate Management.

Canadian JTL OP 6.6.4: Provide for Real Estate Management.

OP 6.5.3

Provide Internal Law Enforcement

Enforce military law and order in the JFAO to resolve criminal issues or to investigate acts of sabotage or subversion, which impact the ability of the forces to perform their mission. (ADFP 20 3E)

Related International Tasks:

NATO AO 4.4.4: Provide Law Enforcement and Prisoner Control.

US UJTL OP 4.6.4: Provide Law Enforcement and Prisoner Control.

OP 6.5.4 Develop Prisoner Of War Plan

Develop a prisoner of war plan for the collection, processing, evacuation and intern enemy prisoners of war, including the provision of adequate food, health, welfare services and legal entitlement to human rights. (ADFP 20 Annex 3E)

Related International Tasks:

NATO AO 4.4.4: *Provide Law Enforcement and Prisoner Control.*

US UJTL OP 4.6.4: *Provide Law Enforcement and Prisoner Control.*

UK JETL OP 7.5.4: *Provide for POW Requirements.*

Canadian JTL OP 6.5.4: *Provide for POW Requirements.*

OP 6.5.5 Plan Welfare Requirements

Coordinate welfare requirements for deployed forces. This includes the provision of personnel requirements such as food, water, personal welfare and comfort items, clothing and individual equipment, laundry, bath and renovation within the JFAO. (ADFP 20 Annex 3E)

Related International Tasks:

NATO AO 4.3.1: *Coordinate Field Services Requirements.*

US UJTL OP 4.4.1: *Coordinate Field Services Requirements.*

UK JETL OP 7.3.1: *Coordinate Field Services Requirements.*

Canadian JTL OP 6.3.1: *Coordinate Field Services Requirements.*

OP 6.5.5.1 Implement National Welfare Coordination Facilities

Implement facilities and procedures to support the families of deployed troops.

Related International Tasks:

None

OP 6.5.6

Coordinate Mortuary Affairs

Coordinate procedures for the search, recovery, evacuation, identification and burial of remains. (ADFP 20 Annex 3E paragraph 8q)

Related International Tasks:

US UJTL OP 4.4.1.2 *Coordinate Mortuary Affairs in Joint Operations Area (JOA).*

UK JETL OP 7.3.7: *Coordinate Mortuary Affairs.*

Canadian JTL OP 6.3.7: *Coordinate Mortuary Affairs.*

OP 6.5.7

Provision of Logistic and Financial Support to Host Nation and Non-Governmental Organisations

Be prepared to provide logistic materials and financial services to support host nation civil authorities, for example Police and Emergency Services, if requested. (ADFP 20 paragraphs 4.6-4.8, 8.10-8.12)

Related International Tasks:

NATO AO 4.5: *Provide for Support to Nations, Groups and Government Agencies.*

UK JETL OP 7.5.5: *Support MACA/Indigenous Forces.*

Canadian JTL OP 6.5.5: *Support MACA/Indigenous Forces.*

OP 6.5.8

Supply Operational Forces

Provide all classes of supply, including fuel and munitions, to sustain the operation. This task includes demanding, receiving, producing, storing, protecting, distributing and issuing the necessary supplies and services. It also includes building up necessary stocks, monitoring and directing joint supply priorities, and identifying urgent operational requirements. (ADFP 20 paragraphs 1.21-1.23)

Related International Tasks:

US UJTL OP 4.5.2: *Supply Operational Forces.*

UK JETL OP 7.1.2: *Establish Priorities and Facilitate the Supply and Distribution of CSups and Material.*

Canadian JTL OP 6.1.2: *Establish Priorities and Facilitate the Supply and Distribution of CSups and Material.*

OP 6.6

Personnel Support in the Joint Force Area of Operations

Provide personnel support services and facilities in the JFAO to facilitate the maintenance of combat effectiveness. This includes administration, welfare, pay and allowances.

Related International Tasks:

NATO AO 4.3: Coordinate Manning of Forces in Theatre of Operations.

US UJTL OP 4.4: Coordinate Support for Forces in the Joint Operational Area (JOA).

UK JETL OP 7.3: Coordinate Support and Rehabilitate Forces.

Canadian JTL OP 6.3: Coordinate Support and Rehabilitate Forces.

OP 6.6.1

Plan and Monitor Personnel Support

Provide an infrastructure in the theatre of operations to deliver supporting personnel administrative services and facilities, including tracking personnel movement, mail services, financial and pay arrangement and the provision of rest and recreation facilities. (ADFP 20 Annex 3D paragraph 41)

Related International Tasks:

NATO AO 4.4.2: Provide for Personnel Services.

US UJTL OP 4.2.2: Provide for Personnel Services.

UK JETL OP 7.3.3: Provide for Personnel Services.

Canadian JTL OP 6.3.3: Provide for Personnel Services.

OP 6.6.1.1

Coordinate Religious Ministry Support

Maintain the spiritual well being by providing religious ministry support to the personnel deployed on operations.

Related International Tasks:

US UJTL OP 4.4.6: Provide Religious Ministry Support in the Joint Operations Area (JOA).

UK JETL OP 7.3.4: Provide Religious Ministry Support.

Canadian JTL OP 6.3.4: Provide Religious Ministry Support.

OP 6.6.1.2

Track Personnel Movements

Track the movements of all deployed personnel, to, from and within the JFAO. (ADFP 21 paragraph 5.1)

OP 6.6.2

Recommend Conditions of Employment

Recommend to Strategic Command conditions of employment for the deployed forces. (ADFP 6 paragraph 2.4)

Related International Tasks:

None

OP 6.7

Plan and Monitor Health Support in the Joint Force Area of Operations

Coordinate the provision of Health Services Support within the JFAO. (ADFP 53 Chapter 3)

Related International Tasks:

NATO AO 4.3.3: Provide for Health Services.

US UJTL OP 4.4.3: Provide for Health Services in the Joint Operations Area (JOA).

UK JETL OP 7.4: Coordinate Health Support in the JOA.

Canadian JTL OP 6.4: Coordinate Health Support in the JOA.

OP 6.7.1

Coordinate Health Services within the Joint Force Area of Operations

Provide a comprehensive health services support to the area of operations. This includes dentistry, managing the medical supply and stores system, planning, setting up and managing a system for the evacuation of the sick and wounded. (ADFP 53 Chapter 4)

Related International Tasks:

NATO AO 4.3.3: Provide for Health Services.

US UJTL OP 4.4.3: Provide for Health Services in the Theatre of Operations.

US UJTL OP 4.4.3.3: Manage Health Services Resources in Theatre of Operations/JOA.

UK JETL OP 7.4.1: *Provide for Health Services in the JOA.*

UK JETL OP 7.4.2: *Manage Medical Manpower, Equipment and Resupply within the JOA.*

Canadian JTL OP 6.4.1: *Provide for Health Services in the JOA.*

Canadian JTL OP 6.4.2: *Manage Medical Manpower, Equipment and Resupply within the JOA.*

OP 6.7.2

Manage Casualty Flow and Evacuation

Provide facilities and personnel for the coordination and delivery of casualty regulation and evacuation services. (ADFP 43; ADFP 53 Chapter 14)

Related International Tasks:

US UJTL OP 4.4.3.2: *Manage Flow of Casualties in the Joint Operations Area (JOA).*

UK JETL OP 7.4.4: *Manage Casualty Flow and Evacuation.*

Canadian JTL OP 6.4.4: *Manage Casualty Flow and Evacuation.*

OP 6.7.3

Develop Preventative Health Plan

Develop a preventative health plan to provide preventative health measures to personnel; this may include such things as vaccinations. (ADFP 53 paragraphs 3.29, 3.39; ADFP 53 Chapter 12)

Related International Tasks:

None

OP 6.7.4

Coordinate Environmental Health Support

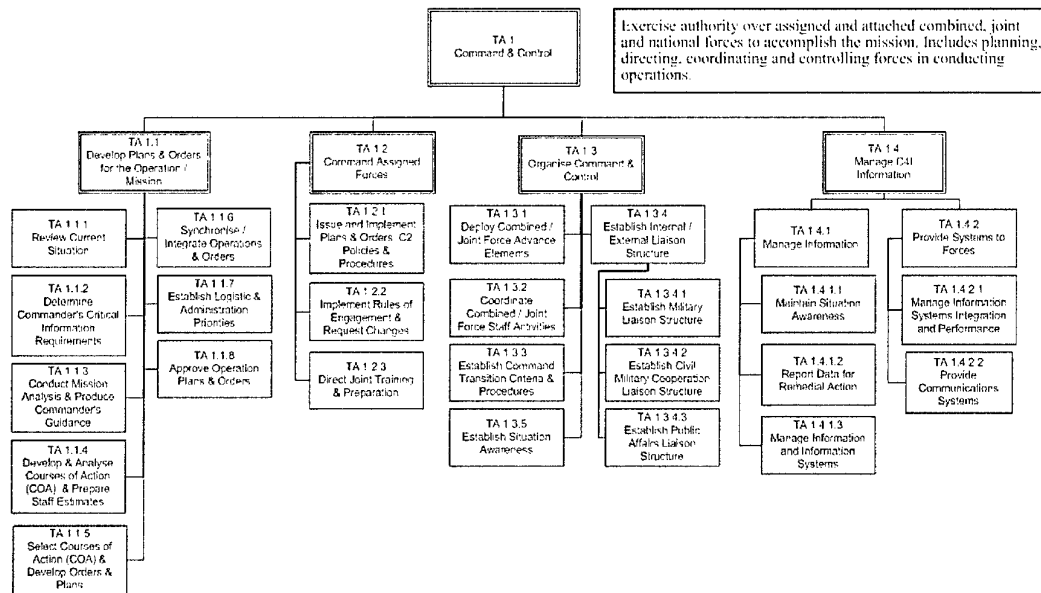
Coordinate facilities to ensure environmental health support. (ADFP 53 paragraphs 7.6, Chapters 8-9)

Related International Tasks:

None

TA 1

Command & Control Chart



TA 1 Command & Control

Exercise authority over assigned and attached combined, joint and national forces to accomplish the mission. Includes planning, directing, coordinating and controlling forces in conducting operations.

Related International Tasks:

Canadian JTL T 1: Tactical Command

NATO T 5: Exercise Command and Control

UK JETL T1: C4

TA 1.1

Develop Plans and Orders for the Operation / Mission

Plan a controlled series of simultaneous or sequential military activities designed to achieve an operational objective and develop related orders.

Related International Tasks:

Canadian JLT T1.1: Prepare and Issue Plans and Orders.

NATO AT 5.4.1: Prepare Plans and Orders

UK JETL AT 1.1: Prepare and Issue Plans and Orders.

US UJTL TA 5.4: Determine Actions.

TA 1.1.1

Review Current Situation

Review current situation through the analysis of situation awareness information, including information, intelligence and military expertise in the context of the mission. This analysis includes consideration of competing demands for resources, and political, moral and legal constraints.

Related International Tasks:

NATO AT 5.2.1: Analyse Mission and Current Situation

Canadian JTL T1.1.1: Conduct Mission Analysis, Assess Current Situation, and Determine End State.

Canadian JTL T.1.1.3: Monitor the Situation, Decide on the Need for Action or Change.

UK JETL T 1.1.1 Conduct Mission Analysis, Assess Current Situation, Determine End State

UK JETL T 1.1.1.3: *Monitor the Situation, Decide on the Need for Action or Change.*

TA 1.1.2

Determine Commander's Critical Information Requirements

Determine the critical information that a commander requires to understand the flow of operations/actions and to make timely and informed decisions.

Related International Tasks:

UK JETL T 2.1: *Establish CCIRs and RFIs.*

Canadian JTL T 2.1: *Establish CCIRs and RFIs.*

TA 1.1.3

Conduct Mission Analysis and Produce Commander's Guidance

Review the situation including environment and threat update, own and coalition forces capability, disposition and order of battle, identify the superior commander's intent and our mission, identify tasks to be undertaken, identify critical facts and assumptions and draft the commander's guidance including the Concept of Operations Outcomes of the Joint Intelligence Preparation of the Battlefield must be included in the Mission Analysis process.

Related International Tasks:

NATO AT 5.3.1: *Develop Commander's Planning Guidance.*

UK JETL T 1.1.1: *Conduct Mission Analysis, Assess Current Situation, and Determine End State.*

Canadian JTL T1.1.1: *Conduct Mission Analysis, Assess Current Situation, and Determine End State.*

TA 1.1.4

Develop and Analyse Courses of Action (COA), and Prepare Staff Estimates

Identify a range of possible courses of action that will best achieve the mission and intent of the commander. Conduct war gaming on each friendly COA through to its intended end-state in an attempt to predict what may happen during the execution of a COA.

Related International Tasks:

NATO AT 5.3.2: Develop Courses of Action.

NATO AT 5.3.3: Analyse Courses of Action.

TA 1.1.5

Select Courses of Action (COA) and Develop Orders and Plans

Compare the strengths and weaknesses of each COA, and decide which COA is to be developed into a plan and executed. Develop the plan and related orders.

Related International Tasks:

NATO AT 5.3.4: Select or Modify Courses of Action.

NATO AT 5.4.1: Prepare Plans or Orders.

NATO AT 5.4.2: Issue Orders.

TA 1.1.6

Synchronise / Integrate Operations and Orders

Synchronise the employment of capabilities to strike the adversary simultaneously throughout the area of operation. These strikes should aim to exploit an enemy's critical vulnerabilities and attack the enemy's centre of gravity. Plans and orders should be developed with all parties to ensure that synchronisation occurs.

Related International Tasks:

NATO AT 5.4.6: Synchronise Tactical Operations.

TA 1.1.7

Establish Logistic and Administration Priorities

Establish logistic and administration priorities for the current operation/action. These include such things as the movement of equipment, personnel and supplies.

Related International Tasks:

None

TA 1.1.8

Approve Operation Plans and Orders

Obtain the commander's approval and the next higher commander's approval of joint plans and orders before issue.

Related International Tasks:

None

TA 1.2

Command Assigned Forces

Define responsibilities between commanders and specify their individual authority. Component Commanders must understand their mission and contribution to the achievement of the superior commander's concept and intent.

Related International Tasks:

NATO AT 5.4: Direct and Lead Subordinate Forces.

UK JETL T1.2: Lead subordinate Forces.

Canadian JTL T1.2: Lead Subordinate Forces.

TA 1.2.1

Issue and Implement Plans and Orders, C2 Policies and Procedures

Issue and implement plans and orders to subordinate, supporting or attached units and to adjacent and higher units for coordination.

Related International Tasks:

NATO AT 5.4.2: Issue Orders.

UK JETL T1.2.2: Issue Orders and Implement C2 Arrangements including Fire Support.

Canadian JTL T1.2.2: Issue Orders & Implement C2 Arrangements including Fire Support.

TA 1.2.2

Implement Rules of Engagement and Request Changes

Consider the Rules of Engagement (ROE) required for successful prosecution of the operation/action as early as possible, and request changes or additions

as necessary. Requests for ROE should include a full explanation of the rationale and military consequences if the ROE are not approved.

Related International Tasks:

UK JETL T.1.2.1: Implement Rules of Engagement.

Canadian T1.2.1: Implement Rules of Engagement.

TA 1.2.3

Direct Joint Training and Preparation

Plan and conduct operational training and preparation: to test the adequacy of plans, the timing of detailed operations and tactics; to ensure that all units are familiar with the plans; and to test the adequacy of communications.

Related International Tasks:

Canadian JTL T1.2.5: Conduct Mission Specific Training & Rehearsals.

UK JETL T.1.2.5: Conduct Mission Specific Training and Rehearsals.

TA 1.3

Organise Command & Control

Organise facilities, personnel and establish liaison structure to ensure effective command on the joint task force.

Related International Tasks:

Canadian JTL T1.3: Establish CC HQ.

UK JETL T1.3: Establish CC HQ.

TA 1.3.1

Deploy Combined / Joint Force Advance Elements

Deploy elements of the headquarters into the area of operations in advance of the remainder of the force. This activity includes collecting and updating information relevant to the pre-deployment site survey.

Related International Tasks:

None

TA 1.3.2

Coordinate Combined / Joint Force Staff Activities

Organise, direct and coordinate the activities of the joint force staff to efficiently support the joint task force commander and execute the operational concept. This task includes developing staff operating procedures, establishing watch keeping responsibilities and determining facility support requirements.

Related International Tasks:

Canadian JTL T1.1.5: Consider and co-ordinate with Coalition Alliance Forces.

UK JETL T1.1.5: Consider and co-ordinate with Coalition Alliance Forces.

TA 1.3.3

Establish Command Transition Criteria and Procedures

Determine criteria and procedures for the transitioning command in the event a commander is no longer in a position to command activities. This includes determining the range of circumstances under which command should be transitioned (eg incapacitation of the commander) and to whom it should be transitioned. It includes ensuring that the substitute commanders have adequate communications, connectivity, and C2 capability.

Related International Tasks:

None

TA 1.3.4

Establish Internal / External Liaison Structure

Establish liaison protocols and procedures with the subordinate environmental commands, other task forces, and other organisations and authorities operating either as part of the Joint Task Force, or independently in the Area of Operations. This may include liaising with foreign forces.

Such liaison is aimed at ensuring mutual understanding of action and activities required to achieve the mission.

Related International Tasks:

UK JETL T 1.3.3: Establish Liaison Structure.

Canadian JTL T 1.3.3: Establish Liaison Structure.

TA 1.3.4.1

Establish Military Liaison Structure

Establish liaison protocols and procedures with the subordinate environmental commands and other task forces, operating as part of the Joint Task Force, or independently in the Area of Operations. This may include liaising with foreign forces.

Such liaison is aimed at ensuring mutual understanding of action and activities required to achieve the mission.

Related International Tasks:

UK JETL T1.2.3: Establish and Employ Liaison Officers.

Canadian JTL T1.2.3: Establish and Employ Liaison Officers.

TA 1.3.4.2

Establish Civil Military Cooperation Liaison Structure

Establish civil military cooperation liaison protocols and procedures with civilian authorities, non-governmental organisations and private volunteer organisations working within the Joint Force Area of Operations and host nation agencies and industries.

Related Australian Tasks:

ATT 5.105: Provide Interface between ADF & Local Authorities.

Related International Tasks:

UK JETL T 4.03.2: Utilise Host Nation Support/ In Theatre Resources.

UK JETL T 4.03.3: Foster & Conduct Civil Military Cooperation.

UK JETL T 4.03.4: Support Internal Organisations in the Control and Co-ordination of Indigenous Police Forces.

UK JETL T 4.04.6: Support NGO's & PVO's.

Canadian JTL T 8.1.2: Utilise Host Nation Support/ In Theatre Resources.

Canadian JTL T 8.1.3: Foster & Conduct Civil Military Cooperation.

Canadian JTL T8.1.4: Support Internal Organisations in the Control and Co-ordination of Indigenous Police Forces.

Canadian JTL T 3.3.6: Support NGO's & PVO's.

TA 1.3.4.3

Establish Public Affairs Liaison Structure

Establish liaison protocols and procedures with the media operating in the Area of Operations. This includes developing relationships with the media, managing the release of information to the media both in response to requests for information and otherwise.

Related International Tasks:

Canadian JTL T 8.1: Provide Civil Affairs and Integrate Multinational, Other Government Departments and Agency Support.

UK JETL T 4.03: Provide Civil Affairs and Integrate Multinational, Other Government Departments and Agency Support.

TA 1.3.5

Establish Situation Awareness

Establish situation awareness by observing & monitoring operations through the use of the tactical picture, intelligence, administrative and where necessary other information sources.

Related International Tasks:

US JETL TA 5.2: Assess the Situation.

Canadian JETL T.1.1.3: Monitor Situation, Decide on the Need for Action or Change.

UK JETL T.1.1.3: Monitor Situation, Decide on the Need for Action or Change.

TA 1.4

Manage C4I Information

Establish, control and manage C4I information and systems, including the management of C2, intelligence, and logistics information and systems and the management of local communications networks.

Related International Tasks:

NATO AT 5.1: Operate and Manage Tactical CIS and Maintain Status.

UK JETL T 1.4.2: Establish C4 Procedures & Practices, Supporting Equipment & Systems.

Canadian JTL T 1.3.2: Establish C4 Procedures & Practices, Supporting Equipment & Systems.

TA 1.4.1

Manage Information

Manage the supply of information in accordance with the commander's critical information requirements. This is to ensure that the commander has sufficient information to make informed command decisions, but is not swamped with extraneous detail, which may confuse and slow the decision making process.

Related International Tasks:

NATO TA 5.1.1: *Communicate Information*

UK JETL T1.4.2: *Manage the Requirement for Information.*

Canadian JTL T1.4.2: *Manage the Requirement for Information.*

TA 1.4.1.1

Maintain Situation Awareness

Maintain situation awareness by observing and monitoring operations through the use of the tactical picture, intelligence, administrative and where necessary other information sources.

Related International Tasks:

US JETL AT 5.2: *Assess the Situation*

UK JETL T.1.1.3: *Monitor Situation, Decide on the Need for Action or Change.*

UK JETL T4.03.6 *Deliver Geographic, Meteorological, Hydrographical and Oceanographical Support & Data.*

Canadian JETL T.1.1.3: *Monitor Situation, Decide on the Need for Action or Change.*

Canadian JTL T8.1.6 *Deliver Geographic, Meteorological, Hydrographical and Oceanographical Support & Data.*

TA 1.4.1.2

Report Data for Remedial Action

Maintain records of, and report on, deficiencies in facilities, capabilities and equipment and measures taken to address them, so that short-term and/or long-term remedial action can be initiated.

Related International Tasks

UK JETL T 1.4.3: *Report Data to Identify Remedial Action.*

Canadian JETL T 1.4.3: *Report Data to Identify Remedial Action.*

TA 1.4.1.3

Manage Information and Information Systems

Obtain, process, store and display administrative information including logistics, health, movements, force elements information, information on the current tactical situation and information and intelligence in a form

suitable for the for the decision making and planning processes of the commander and his staff.

Related International Tasks:

NATO AT 5.1.3 Maintain Information and Force Status

TA 1.4.2

Provide Systems to Forces

Provide information and communication systems to deployed forces. Establish standardised procedures in conjunction with equipment, communication and information systems required to achieve control over own forces.

Related International Tasks:

UK JETL T 1.3.2: *Establish C4 Procedures & Practices, Supporting Equipment & Systems.*

UK JETL T 1.4.1: *Conduct C4 Services & Manage Communication Means.*

Canadian JTL T 1.3.2: *Establish C4 Procedures & Practices, Supporting Equipment & Systems.*

Canadian JTL T 1.4.1: *Conduct C4 Services & Manage Communication Means.*

TA 1.4.2.1

Manage Information Systems Integration and Performance

Manage information systems including the management of individual performance, and the collective performance of the integrated system where required. This includes consideration of the control of emissions and information requirements.

Related International Tasks:

UK JETL T 1.3.2: *Establish C4 Procedures & Practices, Supporting Equipment & Systems.*

Canadian JTL T 1.3.2: *Establish C4 Procedures & Practices, Supporting Equipment & Systems.*

TA 1.4.2.2

Provide Communications Systems

Establish communications infrastructure within the Headquarters and manage communications systems used within the area of operations to

obtain or send information. This includes the establishment and maintenance of telephones, satellite communications equipment, and radios, cabling within the area as well as controlling the mechanisms used for inter-agency communications mechanisms.

Related International Tasks:

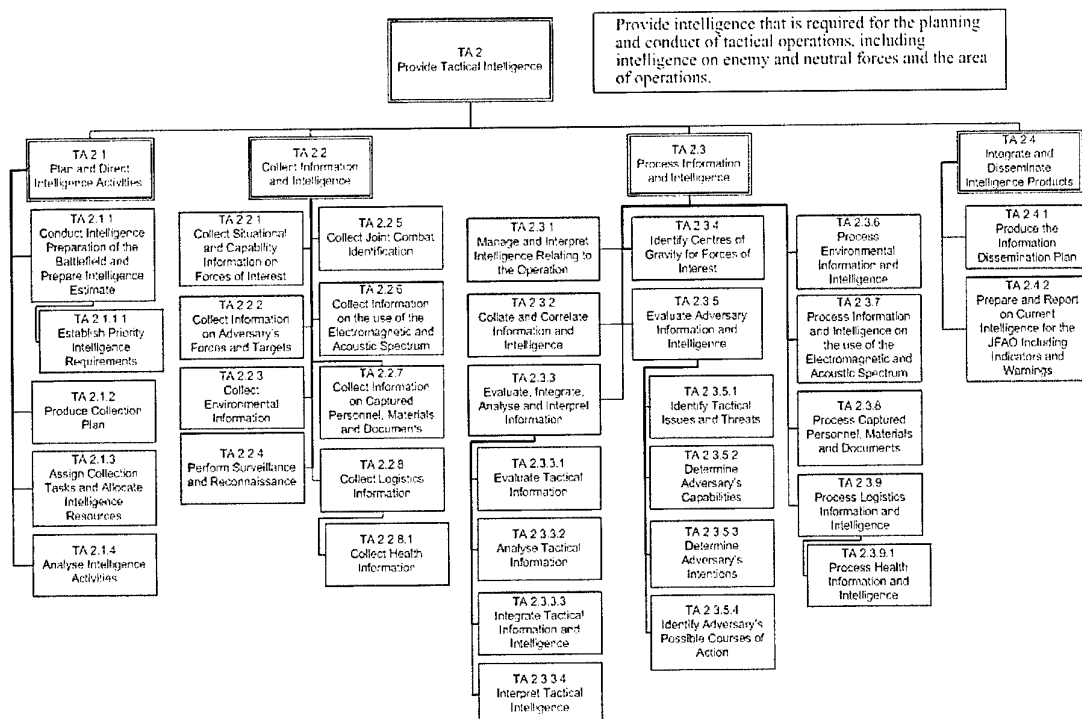
NATO AT 5.1.2 Manage Means of Communicating Information

UK JETL T1.4.1 Conduct C4 Services & Manage Communications Means.

Canadian JTL T1.4.1 Conduct C4 Services & Manage Communications Means.

TA 2

Provide Tactical Intelligence Chart



TA 2

Provide Tactical Intelligence

Provide intelligence that is required for the planning and conduct of tactical operations, including intelligence on enemy, neutral forces and the area of operations.

Related International Tasks:

NATO AT 2: *Develop Intelligence.*

US UJTL TA 2: *Develop Intelligence.*

UK JETL T 2: *ISTAR.*

Canadian JTL T 2: *Tactical Intelligence & Information.*

TA 2.1

Plan and Direct Intelligence Activities

Using the commander's mission and guidance, determine intelligence and information requirements, plan the collection effort, task sources and agencies, and maintain a continuous check on the productivity of the sources and agencies.

Related International Tasks:

NATO AT 2.1: *Develop Tactical Intelligence Requirements.*

US UJTL TA 2.1: *Develop Tactical Intelligence Requirements.*

UK JETL T 2.1: *Develop & Analyse Tactical Intelligence Activities & Requirements.*

Canadian JTL T 2.1: *Develop & Analyse Tactical Intelligence Activities & Requirements.*

TA 2.1.1

Conduct Intelligence Preparation of the Battlefield and Prepare Intelligence Estimate

Define the battle space environment and describe the battle space effects on operations. Evaluate adversary threat (capability and intent), and determine adversary courses of actions, to support staff planning and prepare the foundations for informed military decision making.

Related International Tasks:

UK JETL T 2.1.2: *Conduct Intelligence Estimate, including the IPB.*

Canadian JTL T 2.1.2: *Conduct Intelligence Estimate, including the IPB.*

TA 2.1.1.1

Establish Priority Intelligence Requirements

Determine facts, events and / or activities on which there is a need to collect and produce intelligence, to fill in gaps in the commander's knowledge and understanding of the adversary or environment. It also includes collation, prioritisation and integration of requests for information or intelligence originating from subordinate, flanking and higher organisations. Requests will be accepted or rejected based on capability constraints or whether the information is readily available. The resultant requests need to be prioritised according to the significance of the decision they support.

Related International Tasks:

UK JETL T 2.1.3: State Information Requirements.

Canadian JTL T 2.1.3: State Information Requirements.

TA 2.1.2

Produce Collection Plan

Plan the collection of information from all available sources and collection agencies to satisfy all information requirements.

Related International Tasks:

UK JETL T 2.1.4: Produce Collection Plan.

Canadian JTL T 2.1.4: Produce Collection Plan.

TA 2.1.3

Assign Collection Tasks and Allocate Intelligence Resources

Assign collection tasks to sources and agencies, and allocate adequate resources to those organisations to permit the accomplishment of assigned tasks. Request tasks of other assets required to meet any information requirements.

Related International Tasks:

UK JETL T 2.1.4: Produce Collection Plan.

Canadian JTL T 2.1.4: Produce Collection Plan.

TA 2.1.4 Analyse Intelligence Activities

This task encompasses the analysis of the effectiveness of intelligence activities, both gathering and processing, to determine how well they meet intelligence requirements and to identify deficiencies and performance.

Related International Tasks:

UK JETL T 2.1.6: Analyse Intelligence Activities.

Canadian JTL T 2.1.6: Analyse Intelligence Activities.

TA 2.2 Collect Information and Intelligence

Obtain information on the situation and potential targets using all means available.

Related International Tasks:

NATO AT 2.2: Collect Information.

US UJTL TA 2.2: Obtain & Access Intelligence Information (National / Theatre / Service Assets.)

UK JETL T 2.2: Collect Information.

Canadian JTL T 2.2: Collect Information.

TA 2.2.1 Collect Situational and Capability Information on Forces of Interest

Obtain information concerning forces of interest that affects a commander's possible courses of action.

Related International Tasks:

NATO AT 2.2.2: Collect Information on the Situation.

TA 2.2.2 Collect Information on Adversary's Forces and Targets

Obtain information that may affect a commander's possible courses of action. Collect information on enemy forces order of battle, including strengths, vulnerabilities, operational doctrine, intentions, disposition and characteristics

within the area of interest. There is also a need to consider the enemy situation and threat information.

Related International Tasks:

UK JETL T 2.2.2: Collect Information on Adversary's Forces & Targets.

Canadian JTL T 2.2.2: Collect Information on Adversary's Forces & Targets.

TA 2.2.3

Collect Environmental Information

Obtain information regarding the physical environment that affects a commander's possible course of action. There is a need to consider the characteristics of the area of operations; these include the physical environment, health standards, and any social, political & economic factors. Includes the collection of mission specific environmental data.

Related International Tasks:

UK JETL T 2.2.3: Collect Environmental Information.

Canadian JTL T 2.2.3: Collect Environmental Information.

TA 2.2.4

Perform Surveillance and Reconnaissance

Obtain by visual observation or other detection methods, information about the activities of an enemy, potential enemy, neutral elements and tactical area of operations. This task uses surveillance to systematically observe the area of operations by visual, aural, electronic, photographic or other means.

Related International Tasks:

NATO AT 2.2.3: Perform Tactical Reconnaissance & Surveillance.

UK JETL T 2.2.4: Perform & Control Surveillance & Recce Forces.

Canadian JTL T 2.2.4: Perform & Control Surveillance & Recce Forces.

TA 2.2.5

Collect Joint Combat Identification

Collect and correlate all sources of combat identification information to provide definitive identification of a potential target type and allegiance, so that the identification of friend, enemy or neutral is established beyond doubt. Delineate target information. Refer also to TA 5.1.1.

Related International Tasks:

UK JETL T 2.2.5: Collect Joint Combat Identification.

Canadian JTL T 2.2.5: Collect Joint Combat Identification.

TA 2.2.6

Collect Information on the use of the Electromagnetic and Acoustic Spectrum

Collect information regarding the use of the electromagnetic and acoustic spectrum so as to determine an adversary's capabilities and intent.

Related International Tasks:

UK JETL T.4.07.4: Protect & Exploit the EMS & Acoustic Spectrum.

Canadian JTL T 3.6.5: Protect & Exploit the EMS & Acoustic Spectrum.

TA 2.2.7

Collect Information on Captured Personnel, Materials and Documents

Interrogate captured personnel and acquire information regarding captured equipment, materials and documentation.

Related International Tasks:

None

TA 2.2.8

Collect Logistics Information

Obtain tactically significant logistic information concerning the ability to move forces, and support and sustain military operations.

Related International Tasks:

None

TA 2.2.8.1

Collect Health Information

Collect tactically significant health information regarding health support facilities and capabilities, the impact of disease and environmental hazards

on military forces, and other health-related information of interest to the intelligence community and its customers. Includes the collection of medical intelligence of specific interest to medical and health professionals.

Related International Tasks:

None

TA 2.3

Process Information & Intelligence

Convert collected information into a form suitable for the production of intelligence. Using techniques such as data fusion, perform intelligence analysis. Processing can also include data form & format conversions, graphics, artwork, photographic developing, and video production, printing and computer applications.

Related International Tasks:

NATO AT 2.3: Process Information.

UK JETL T 2.3: Process Information & Intelligence.

Canadian JTL T 2.3: Process Information & Intelligence.

TA 2.3.1

Manage and Interpret Intelligence Relating to the Operation

Perform imagery development and interpretation, translate documents, convert data, analyse captured enemy material and decrypt encoded/enciphered material. Includes scientific and technical processing.

Related International Tasks:

US UJTL OP 2.3.1: Conduct technical Processing and Exploitation in Theatre of Operations/JOA.

UK JETL OP 2.3.1: Manage and Interpret Technical Processing in the JFAO

Canadian JTL OP 2.3.1: Manage and Interpret Technical Processing in the JFAO.

TA 2.3.2

Collate and Correlate Information and Intelligence

The grouping of related items of information or intelligence provides a record of events and facilitates further processing. Collation involves the basic task of registering the receipt of each incoming piece of information and intelligence, the placing of information and intelligence into an appropriate category or group as appropriate.

Related International Tasks:

UK JETL T 2.3.2: *Collate & Correlate Information.*

Canadian JTL T 2.3.2: *Collate & Correlate Information.*

TA 2.3.3

Evaluate, Integrate, Analyse and Interpret Information

Evaluate, analyse and fuse information, then interpret its significance.

Related International Tasks:

NATO AT 2.3.1: *Evaluate Threat Information*

US UJTL TA 2.3: *Process Tactical Warning Information & Threat Assessment.*

UK JETL T 2.3.3: *Evaluate, Integrate, Analyse & Interpret Threat Information.*

Canadian JTL T 2.3.3: *Evaluate, Integrate, Analyse & Interpret Threat Information.*

TA 2.3.3.1

Evaluate Tactical Information

Appraise an item of information in terms of its pertinence to the operation, the reliability of the source or agency through which the information was derived, and the credibility (or accuracy) of the information.

Related International Tasks:

None

TA 2.3.3.2

Analyse Tactical Information

Conduct a detailed examination of an item of information and resolution of the information into its component elements or facts.

Related International Tasks:

None

TA 2.3.3.3

Integrate Tactical Information and Intelligence

Group together related items of information and intelligence so that meaningful patterns and relationships are identified and clarified.

Related International Tasks:

None

TA 2.3.3.4

Interpret Tactical Intelligence

Determine the meaning or significance of intelligence by judging it in relation to current knowledge. The drawing of inferences and the making of assessments from reported information.

Related International Tasks:

None

TA 2.3.4

Identify Centres of Gravity for Forces of Interest

Identify centres of gravity for forces of interest, leading to the determination of critical vulnerabilities and decisive points, that if attacked would lead to a catastrophic effect on morale, organisations and operations.

Related International Tasks:

UK JETL T 2.3.8: Identify Friendly, Adversary, and Neutral centres of Gravity.

Canadian JTL T 2.3.8: Identify Friendly, Adversary, and Neutral centres of Gravity.

TA 2.3.5

Evaluate Adversary Information and Intelligence

Evaluate adversary information and intelligence to develop intelligence that may affect a commander's possible courses of action.

Related International Tasks:

None

TA 2.3.5.1

Identify Tactical Issues and Threats

Analyse enemy forces, their composition and organisation (including battle order), tactical doctrine, weapons, equipment and supporting battle systems. Threat evaluation determines the enemy's capabilities and how they operate relative to doctrine and training or how they would fight if not restricted by weather and the combat area environment. This task also includes the evaluation of friendly force vulnerabilities.

Related International Tasks:

NATO AT 2.3.1: Evaluate Threat Information

US UJTL TA 2.3: Process Tactical Warning Information & Threat Assessment.

UK JETL T 2.3.3: Evaluate, Integrate, Analyse & Interpret Threat Information.

Canadian JTL T 2.3.3: Evaluate, Integrate, Analyse & Interpret Threat Information.

TA 2.3.5.2

Determine Adversary's Capabilities

Analysis of the adversary's capability in light of the own forces assigned mission.

Related International Tasks:

UK JETL T 2.3.7: Determine Adversary's Intentions, Operational Capabilities & Possible Course of Action.

Canadian JTL T 2.3.7: Determine Adversary's Intentions, Operational Capabilities & Possible Course of Action.

TA 2.3.5.3

Determine Adversary's Intentions

Given a mission analysis and capability, determine an adversary's intention.

Related International Tasks:

UK JETL T 2.3.7: *Determine Adversary's Intentions, Operational Capabilities & Possible Course of Action.*

Canadian JTL T 2.3.7: *Determine Adversary's Intentions, Operational Capabilities & Possible Course of Action.*

TA 2.3.5.4**Identify Adversary's Possible Courses of Action**

Assess information pertaining to the adversary in order to determine what has been happening, where, when and why it has been happening, and who or what are involved. The key outcome of the task is to inform the commander of the range of Courses of Action (COA) open to the adversary including the most likely and most dangerous threat COA.

Related International Tasks:

UK JETL T 2.3.7: *Determine Adversary's Intentions, Operational Capabilities & Possible Course of Action.*

Canadian JTL T 2.3.7: *Determine Adversary's Intentions, Operational Capabilities & Possible Course of Action.*

TA 2.3.6**Process Environmental Information and Intelligence**

Process environmental information and intelligence to provide basic intelligence and to assess the impact of these factors on the military operation. Process social, political and economic information and intelligence to determine opportunities for obtaining local resources and facilities in support in an area of operations, minimising interference with military operations and supplementing the intelligence effort. It also includes the processing of mission specific environmental data.

Related International Tasks:

NATO AT 2.3.2: *Evaluate Physical Environment Information.*

NATO AT 2.3.3: *Evaluate Social, Political, Economic, and Health and Environmental Information.*

UK JETL T 2.3.4: *Evaluate Social, Political, and Environmental & Economic Information.*

Canadian JTL T 2.3.4: *Evaluate Social, Political, and Environmental & Economic Information.*

TA 2.3.7

Process Information and Intelligence on the use of the Electromagnetic and Acoustic Spectrum

Process information and intelligence regarding the use of the electromagnetic and acoustic spectrum so as to determine an adversary's capabilities and intent.

Related Australian Tasks:

ATT 5.85: Conduct Electronic Protection.

ATT 5.86: Conduct Passive Electronic Protection (Emission Security).

Related International Tasks:

UK JETL T.4.07.4: Protect & Exploit the EMS & Acoustic Spectrum.

Canadian JTL T 3.6.5: Protect & Exploit the EMS & Acoustic Spectrum.

TA 2.3.8

Process Captured Personnel, Materials and Documents

Process information and intelligence in relation to captured personnel, material, equipment and documentation.

Related International Tasks:

None

TA 2.3.9

Process Logistics Information and Intelligence

Process logistics and health information to produce intelligence supporting tactical operations, so that administrative actions are synchronised with manoeuvre. Information inputs include health, climate, terrain, lines of communication, local infrastructure and main supply route and capacities. A further aim is to inform logistics information reports.

Related International Tasks:

None

TA 2.3.9.1

Process Health Information and Intelligence

Process tactically significant health information and intelligence to derive intelligence concerning health support facilities and capabilities, the impact of disease and environmental hazards on military forces, and other health-related information of interest to the intelligence community and its customers. Includes the derivation of medical intelligence.

TA 2.4

Integrate and Disseminate Intelligence Products

The timely conveyance of intelligence, in an appropriate form and by suitable means to those who need it. Dissemination means the selection of intelligence for distribution, its preparation in the most appropriate form, and its delivery to the commander and staff and other customers.

Related International Tasks:

NATO AT 2.4: Prepare & Disseminate Intelligence Reports.

UK JETL T 2.4: Prepare & Convey Intelligence Reports.

Canadian JTL T 2.4: Prepare & Convey Intelligence Reports.

TA 2.4.1

Produce the Information Dissemination Plan

Produce a plan for the dissemination of information and intelligence.

Related International Tasks:

None

TA 2.4.2

Prepare and Report on Current Intelligence for the Joint Forces Area of Operations, Including Indicators and Warnings

Prepare and report on intelligence of immediate value relating to the JFAO. This task includes the preparation of intelligence estimates and assessments, and periodic intelligence briefings and reports. Provide target intelligence.

Related International Tasks:

NATO AT 2.4.1: Prepare and Disseminate Intelligence Reports.

US UJTL TA 2.4: Disseminate Tactical Warning Information and Attack Assessment.

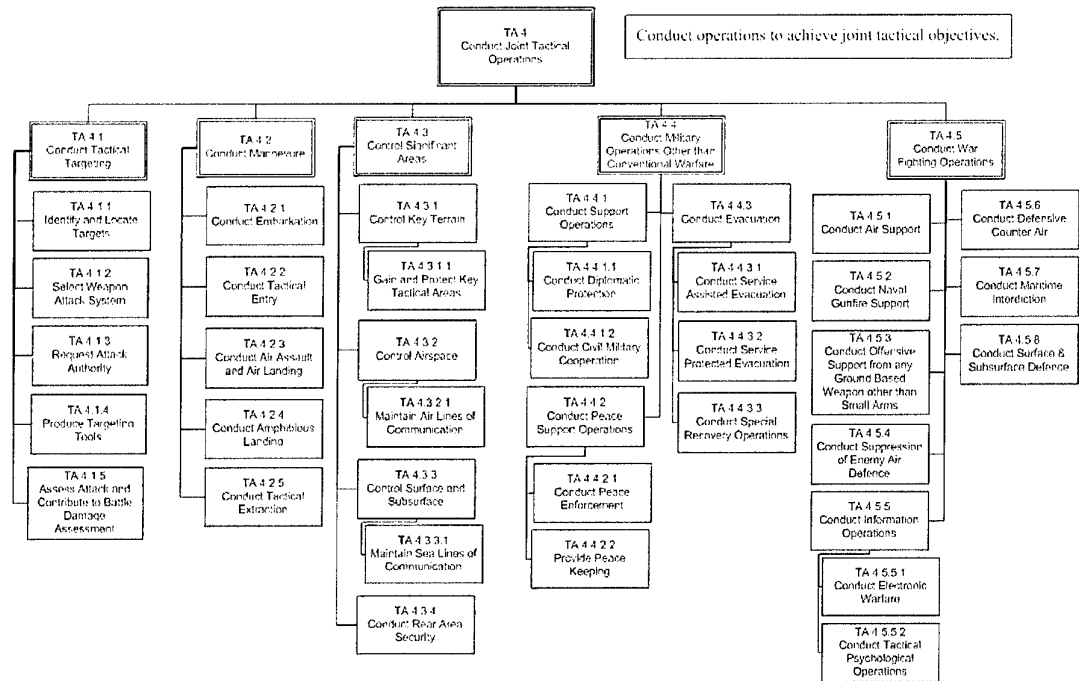
UK JETL T 2.4.1: Prepare and Disseminate Intelligence Reports.

Canadian JTL T 2.4.1: Prepare and Disseminate Intelligence Reports.

There is no TA 3 at the Tactical Level

TA 4

Conduct Joint Tactical Operations Chart



TA 4

Conduct Joint Tactical Operations

Conduct operations to achieve joint tactical objectives.

Related International tasks

None

TA 4.1

Conduct Tactical Targeting

Conduct tactical targeting to select air, ground, sea and information targets in the battle space and match the appropriate response to them taking into account operational requirements, own capabilities and available resources.

Related International Tasks:

NATO AT 3.1: Conduct Tactical Targeting

US UJTL TA 3: Employ Firepower

UK JETL T.4.05: Conduct Tactical Targeting

Canadian JTL T 3.4: Conduct Tactical Targeting

TA 4.1.1

Identify and Locate Targets

During the identification and development of targets evaluate targets to attack for optimum effect to progress lines of operations in accordance with the Joint Force Commander's intentions.

Related Australian Tasks:

ATT 4.12: Develop Order to Fire.

Related International Tasks:

NATO AT 3.1.2: Develop Order to Fire.

UK JETL T 4.05.3: Request Attack Authority.

Canadian JTL T 3.4.3: Request Attack Authority.

TA 4.1.2 Select Weapon Attack System

Select weapon attack systems by identifying the most appropriate means of delivering firepower onto a target i.e. the matching of weapons to tasking.

Related Australian Tasks:

ATT 4.8: Select Fire Attack System.

Related International Tasks:

NATO AT 3.1.2: Select Fire Attack System.

UK JETL T 4.05.2: Select Weapon Attack System.

Canadian JTL T 3.4.2: Select Weapon Attack System.

TA 4.1.3 Request Attack Authority

For identified targets request attack authority from the Commander.

Related Australian Tasks:

ATT 4.12: Develop Order to Fire.

Related International Tasks:

NATO AT 3.1.2: Develop Order to Fire.

UK JETL T 4.05.3: Request Attack Authority.

Canadian JTL T 3.4.3: Request Attack Authority.

TA 4.1.4 Produce Targeting Tools

Produce targeting tools including the Joint Prioritised Target List and the Attack Guidance Matrix. These materials can be used to coordinate and synchronise movement, fires, interdiction and information operations through target priority designation and timing of actions to maximise operational effect.

Related Australian Tasks:

ATT 4.18: Deliver Direct Fire.

ATT 4.19: Deliver Indirect Fire.

Related International Tasks:

NATO AT 3.2.2: *Conduct Non Lethal Engagement.*

UK JETL UK JETL T.4.06.1: *Synchronise Fires & Conduct Non Lethal Engagement from JIPTL & Opportunity Targets.*

Canadian JTL T 3.5.1: *Synchronise Fires & Conduct Non Lethal Engagement from JIPTL & Opportunity Targets.*

TA 4.1.5

Assess Attack and Contribute to Battle Damage Assessment

Conduct Phase 1 Battle Damage Assessment at the Joint Task Force Headquarters, to evaluate whether the attack hit the target and the degree of collateral damage.

Related Australian Tasks:

ATT 4.14: *Conduct Battle Damage Assessment.*

Related International Tasks:

UK JETL T.4.05.4: *Assess Attack & Contribute to Battle Damage Assessment.*

Canadian JTL T 3.4.4: *Assess Attack & Contribute to Battle Damage Assessment.*

TA 4.2

Conduct Manoeuvre

Conduct movements in order to undertake immediate tactical action.

Related International Tasks:

NATO AT 1: *Conduct Manoeuvre.*

US UJTL TA 1: *Deploy/ Conduct Manoeuvre.*

UK JETL T 3.2: *Conduct Tactical Manoeuvre.*

Canadian JTL TA 4.2: *Conduct Tactical Manoeuvre.*

TA 4.2.1

Conduct Embarkation

The assembly and boarding of participating troops, equipment and resources so as to facilitate movement in support of joint tactical operations.

Related International Tasks:

NATO TA 1.1: *Position/ Reposition Forces.*

US UJTL TA 1: *Deploy/ Conduct Manoeuvre.*

UK JETL T 3.1.2: *Prepare Forces for, & Conduct Intra Theatre & Tactical Movement.*

Canadian JTL T 4.1.2: *Prepare Forces for, & Conduct Intra Theatre & Tactical Movement.*

TA 4.2.2

Conduct Tactical Entry

Conduct entry into an area of significance, which includes conducting operations in the area to seize and hold a tactical lodgement, opposed or unopposed, to strike directly at the enemy's critical point, or to gain access into an area and conduct decisive operations. This task may be applicable for other operations e.g. services protected evacuations or to secure an area for a peace keeping force.

Related International Tasks:

NATO AT 1.3.2: *Occupy Combat Area.*

UK JETL T 3.2.3: *Conduct Forcible Entry: Airborne, Amphibious and Air Assault.*

Canadian JTL T 4.2.3: *Conduct Forcible Entry: Airborne, Amphibious and Air Assault.*

TA 4.2.3

Conduct Air Assault and Air Landing

The facilitation of combat troops to a combat area, through tactical air operations, by landing, rappelling or parachuting in support of joint tactical operations.

Related International Tasks:

UK JETL T 3.2.3: *Conduct Forcible Entry: Airborne, Amphibious and Air Assault.*

Canadian JTL T 4.2.3: *Conduct Forcible Entry: Airborne, Amphibious and Air Assault.*

TA 4.2.4

Conduct Amphibious Landing

Secure an amphibious objective such as a port, airfield or vital ground, generally associated with the development of subsequent theatre entry operations.

Related International Tasks:

UK JETL T 3.2.3: *Conduct Forcible Entry: Airborne, Amphibious and Air Assault.*
Canadian JTL T 4.2.3: *Conduct Forcible Entry: Airborne, Amphibious and Air Assault.*

TA 4.2.5

Conduct Tactical Extraction

The removal of participating troops, equipment and resources so as to facilitate egress from an area of joint tactical operations.

Related International Tasks:

UK JETL T 3.1.5: *Conduct RSO&I.*
Canadian JTL T 4.1.5: *Conduct Reception, Staging, Onward Movement and Integration (RSOI).*

TA 4.3

Control Significant Areas

Control significant areas of the air, land and maritime environments so as to facilitate the success of joint tactical operations.

Related International Tasks:

NATO AT 1.3: *Control or Dominate Combat Area.*
UK JETL T 3.2: *Control Significant Areas.*
UK JETL T 4.02.2: *Occupy Combat Areas.*
Canadian JTL T 3.2.2: *Occupy Combat Areas.*
Canadian JTL T 3.02: *Control Significant Areas.*

TA 4.3.1

Control Key Terrain

Controlling key terrain to deny access to the terrain to an opposing force and to control the approaches and surrounding terrain. This includes monitoring the area, utilisation of troops and placement of barricades. It may include Special Reconnaissance.

Related International Tasks:

NATO AT 1.3.1: *Control or Dominate by Patrols, Firepower or Potential.*
NATO AT 1.3.2: *Occupy Combat Areas.*
US UJTL TA 1.5: *Gain/ Maintain Control of Land Areas.*

UK JETL T 4.02.4: Dominate Key Terrain.
UK JETL T 4.02.2: Occupy Combat Areas.
Canadian JTL T 3.2.2: Occupy Combat Areas.
Canadian JTL T 3.2.4: Dominate Key Terrain.

TA 4.3.1.1

Gain and Protect Key Tactical Areas

Secure and protect the use of key tactical areas within the Tactical Joint Force Area of Operations. These include such things as points of entry, forward mounting bases and forward operating bases.

Related International Tasks:

NATO AT 1.3.1: Control or Dominate by Patrols, Firepower or Potential.
NATO AT 1.3.2: Occupy Combat Areas.
UK JETL T 4.02.1: Control or Dominate by Patrols, Firepower or Potential.
UK JETL T 4.02.2: Occupy Combat Areas.
Canadian JTL T 3.2.1: Control or Dominate by Patrols, Firepower or Potential.
Canadian JTL T 3.2.2: Occupy Combat Areas.

TA 4.3.2

Control Airspace

Control the airspace including monitoring air traffic and exclusion zones. Controlling airspace is to facilitate operations by friendly forces.

Related International Tasks:

US UJTL TA 1.5.2: Gain & Maintain Air Superiority.
NATO AT 1.3.1: Control or Dominate by Patrols, Firepower or Potential.
NATO AT 1.3.2: Occupy Combat Areas.
UK JETL T 4.02.3: Conduct Defensive Counter Air Operations & Control Airspace.
Canadian JTL T 3.2.3: Conduct Defensive Counter Air Operations & Control Airspace.

TA 4.3.2.1

Maintain Air Lines of Communication

Maintain access to air lines of communication in line with operational requirements within and around the Tactical Joint Force Area of Operations.

Related International Tasks:

US UJTL TA 1.5.2: Gain & Maintain Air Superiority.

UK JETL T 4.02.3: Conduct Defensive Counter Air Operations & Control Airspace.

Canadian JTL T 3.2.3: Conduct Defensive Counter Air Operations & Control Airspace.

TA 4.3.3

Control Surface and Subsurface

Control sea-lanes and maritime approaches to facilitate Australian maritime operations, including the monitoring of maritime traffic and establishing barricades. This includes both air and maritime forces.

Related International Tasks:

NATO AT 1.3.1: Control or Dominate Combat Area through Fires or Fire Power.

UK JETL T 4.02.5: Establish Sea Control, including UK Waters.

Canadian JTL T 3.2.5: Establish Sea Control, including National Waters.

TA 4.3.3.1

Maintain Sea Lines of Communication

Maintain access to sea lines of communication in line with operational requirements within and around the Tactical Joint Force Area of Operations.

Related International Tasks:

NATO AT 1.3.1: Control or Dominate Combat Area through Fires or Fire Power.

UK JETL T 4.02.5: Establish Sea Control, including UK Waters.

Canadian JTL T 3.2.5: Establish Sea Control, including National Waters.

TA 4.3.4

Conduct Rear Area Security

Conduct action to prevent the enemy disrupting the activities of administrative organisations in support of combat forces, civilian population and facilities.

Related Australian Tasks:

ATT 3.33: Conduct Rear Area Security

Related International Tasks:

US UJTL TA 1.5: Gain /Maintain Control of Land Areas.

NATO AT 1.3.2: Occupy Combat Areas.

UK JETL T 4.02.2: Occupy Combat Areas.

Canadian JTL T 3.2.2: Occupy Combat Areas.

TA 4.4

Conduct Military Operations Other than Conventional Warfare

Conduct Military Operations other than Conventional Warfare (MOOCW). MOOCW comprises three subsets of operations; support operations, peace support operations and evacuation operations

Related Australian Tasks:

ATT 3.48: Conduct Peace Support Operations.

Related International Tasks:

UK JETL T 4.04: Conduct Military Operations Other Than War.

Canadian JTL T 3.3: Conduct Military Operations Other Than War.

TA 4.4.1

Conduct Support Operations

Conduct support operations including the provision of humanitarian assistance and disaster relief, non combat search and rescue; and assistance to the Australian community and civil authorities (eg, Defence Force Aid to the Civil Authority and Defence Assistance to the Civil Community including consequence management, maritime border, environment and resource protection and homeland security operations).

Related Australian Tasks:

ATT 5.100: Provide Aid to Law Enforcement.

Related International Tasks:

UK JETL T.4.03.1: Conduct Military Aid to the Government & Civil Community.

Canadian JTL T 3.3.1: Conduct Military Aid to the Government & Civil Community.

TA 4.4.1.1

Conduct Diplomatic Protection

Provide protection to diplomatic staff and facilities.

Related International Tasks:

UK JETL T 4.04.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.*

Canadian JTL T 3.3.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.*

TA 4.4.1.2

Conduct Civil Military Cooperation

Civil military relations are all the activities undertaken by commanders in war directly concerned with the relationship between allied, armed forces, and the government, civil population or agencies of countries where such armed forces are stationed supported or employed.

Related International Tasks:

NATO AT 4.6: *Conduct Civil Military Cooperation (CMIC) in Area.*

UK JETL T 4.04.5: *Conduct Civil-Military Activities, Information & Community Relations Programs.*

UK JETL T 4.04.6: *Support NGOs & PVOs*

Canadian JTL T 3.3.5: *Conduct Civil-Military Activities, Information & Community Relations Programs.*

Canadian JTL T 3.3.6: *Support NGOs & PVOs.*

TA 4.4.2

Conduct Peace Support Operations

Conduct peace support operations such as the provision of humanitarian assistance and disaster relief; non-combat search and rescue; and assistance to the Australian community and civil authorities (eg. Defence Force Aid to the Civil Authority, Defence Assistance to the Civil Community, including consequence management, maritime border, environment and resource protection and homeland security operations.)

Related International Tasks:

UK JETL T 4.04.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.*

Canadian JTL T 3.3.1: Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.

TA 4.4.2.1

Conduct Peace Enforcement

Peace enforcement includes civil or economic sanctions, military sanctions and military enforcement. Normally these operations will occur under the sponsorship of the United Nations or other multinational organisations.

Related Australian Tasks:

ATT 3.49: Conduct Peace Enforcement Operations.

Related International Tasks:

UK JETL T.4.04: Conduct Military Operations Other than War.

UK JETL T 4.04.3: Conduct Peace Enforcement Activities.

Canadian JTL T 3.3: Conduct Military Operations Other than War.

Canadian JTL T 3.3.3: Conduct Peace Enforcement Activities.

TA 4.4.2.2

Provide Peace Keeping

Provide peace keeping including such things as peace monitoring, peacekeeping and the provision of transition assistance.

Related International Tasks:

UK JETL T 4.04.2: Conduct Peacekeeping Activities.

Canadian JTL T 3.3.2: Conduct Peacekeeping Activities.

TA 4.4.3

Conduct Evacuation

Conduct evacuations of government employees and dependents, private citizens; including approved foreign nationals from the area of operations, utilising available military, civilian and host nation resources.

Related Australian Tasks:

ATT 3.42: Conduct Service Assisted Evacuation.

ATT 3.43: Conduct Service Protected Evacuation.

Related International Tasks:

US UJTL TA 6.4: *Conduct Non-combatant Evacuation Operations.*

UK JETL T 4.04.4: *Conduct the Evacuation of Non Combatants.*

Canadian JTL T 3.3.4: *Conduct the Evacuation of Non Combatants*

TA 4.4.3.1

Conduct Service Assisted Evacuation

Conduct service assisted evacuation in support of Defence Assistance to the Civil Community.

Related International Tasks:

US UJTL TA 6.2: *Conduct Joint Search and Rescue Operations.*

UK JETL T 4.04.4: *Conduct the Evacuation of Non Combatants.*

UK JETL T 4.04.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport*

Canadian JTL T 3.3.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.*

Canadian JTL T 3.3.4: *Conduct the Evacuation of Non Combatants.*

TA 4.4.3.2

Conduct Service Protected Evacuation

Conduct service protected evacuation of civilians when required.

Related International Tasks:

UK JETL T 4.04.4: *Conduct the Evacuation of Non Combatants.*

UK JETL T 4.04.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.*

Canadian JTL T 3.3.1: *Conduct Aid of the Civil Power & Civil Communities including Public Duties and VIP Transport.*

Canadian JTL T 3.3.4: *Conduct the Evacuation of Non Combatants.*

TA 4.4.3.3

Conduct Special Recovery Operations

Special recovery operations are undertaken by Special Forces to rescue personnel or equipment from enemy controlled or otherwise hostile territory and return them to safe areas. They also include operations

where the personnel or items to be recovered are either held or face imminent capture, and include counter terrorist operations.

Related International Tasks:

US UJTL TA 6.2: Conduct Joint Search and Rescue Operations.

UK JETL T 4.08.10: Conduct Search and Rescue.

Canadian JTL T 5.1.10: Conduct Search and Rescue.

TA 4.5

Conduct Warfighting Operations

Conduct warfighting operations to support a commander in pursuing their tactical aim. This includes such things as offensive operations, aggressive information operations and defensive operations such as defensive counter air, maritime interdiction and surface and subsurface defence.

Related International Tasks:

US UJTL TA 3: Employ Firepower.

NATO AT 3.2.1: Conduct Lethal Engagement.

NATO AT 3.2.2: Conduct Non Lethal Engagement.

UK JETL T 4.06: Attack Targets.

UK JETL T 4.07: Conduct Info Ops and C2W.

Canadian JTL T 3.5: Attack Targets.

Canadian JTL T 3.6: Conduct Info Ops and C2W.

TA 4.5.1

Conduct Air Support

Conduct offensive air support including battlefield air interdiction and close air support.

Related International Tasks:

US UJTL TA 3.2.2: Conduct Joint Close Air Support.

NATO AT 3.2.1.1: Conduct Fire Support/ Close Air Support

.UK JETL T 4.06.2: Conduct Close Support Fires.

Canadian JTL T 3.5.2: Conduct Close Support Fires.

TA 4.5.2

Conduct Naval Gunfire Support

Conduct Naval Gunfire Support (NGS) when required. This can be either for general support for friendly troops or interdiction. NGS may complement other means of offensive support and is of particular value in the early stages of an amphibious landing when artillery organic to the landing force has not yet been deployed.

Related International Tasks:

US UJTL TA 3.2.1: *Conduct Joint Fire Support.*

NATO AT 3.2.1.2: *Conduct Strike, Surface, Subsurface, Air Defence / Anti Air Attack.*

UK JETL T 4.06.2: *Conduct Close Support Fires.*

Canadian JTL T 3.5.2: *Conduct Close Support Fires.*

TA 4.5.3

Conduct Offensive Support from any Ground Based Weapon other than Small Arms

Conduct land-based offensive support including indirect and direct fire support. Indirect fire is directed at a target that cannot be seen by the aimer of the weapon system. Army indirect fire support consists of artillery, mortars and general support machine guns. Direct fire support resources includes tanks and other armoured fighting vehicle, infantry machine-guns and anti-armour weapons.

Related International Tasks:

US UJTL TA 3.2.1: *Conduct Joint Fire Support.*

NATO AT 3.2.1.2: *Conduct Strike, Surface, Subsurface, Air Defence and Anti Air Attack*

UK JETL T 4.06.2: *Conduct Close Support Fires.*

Canadian JTL T 3.5.2: *Conduct Close Support Fires.*

TA 4.5.4

Conduct Suppression of Enemy Air Defence

Conduct suppression of enemy air defence including the neutralisation, destruction or temporary degradation of enemy air defence systems by physical attack and electronic warfare.

Related International Tasks:

US UJTL TA 3.2.4: *Conduct Suppression of Enemy Air Defences.*

NATO AT 3.2.1.2: *Conduct Strike, Surface, Subsurface, Air Defence and Anti Air Attack*

UK JETL T 4.06.2: Conduct Close Support Fires
Canadian JTL T 3.5.2: Conduct Close Support Fires.

TA 4.5.5 Conduct Information Operations

Conduct information operations (IO) are those actions to defend and enhance one's own information and information systems and to affect adversary information and information systems. Offensive IO are those conducted with the intent to damage, disrupt, manipulate, exploit or destroy an adversary's information, perceptions and information systems.

Related International Tasks:

NATO AT 3.2.2: Conduct Non Lethal Engagement.
UK JETL T 4.07: Conduct Info Ops and C2W.
Canadian JTL T 3.6: Conduct Info Ops and C2W.

TA 4.5.5.1 Conduct Electronic Warfare

Employ electronic warfare resources in a co-ordinated effort, fully integrated into friendly offensive and defensive operations. Where possible these resources should be applied simultaneously in order to maximise their individual capabilities against electronic target array.

Related International Tasks:

NATO AT 3.2.2: Conduct Non Lethal Engagement.
UK JETL T.4.07.4: Conduct EW.
Canadian JTL T 3.6.4: Conduct EW.

TA 4.5.5.2 Conduct Tactical Psychological Operation

Conduct psychological operations (PSYOPS) activities to influence adversary, friendly and neutral attitudes and behaviour affecting the achievement of political and military objectives in crisis and hostile situations. PSYOPS has the potential to damage the adversary command and control chain by lowering morale and instilling fear and distrust whilst, at the same time increasing confidence in friendly forces.

Related Australian Tasks:

ATT 5.98: Conduct Battlefield Psychological Activities.

Related International Tasks:

NATO AT 3.2.2: Conduct Non Lethal Engagement.

UK JETL T.4.07.3: Conduct PSYOPS.

Canadian JTL T 3.6.3: Conduct PSYOPS.

TA 4.5.6

Conduct Defensive Counter Air

Conduct defensive counter air to nullify or reduce the effectiveness of hostile air action. It includes such measures as the use of aircraft, anti-aircraft artillery, electronic warfare systems and surface-to-air missiles.

Related International Tasks:

US UJTL TA 3.2.7: Conduct Air and Missile Defence Operations.

NATO AT 3.2.1.2: Conduct Strike, Surface, Subsurface, and Air Defence / Anti Air Attack.

UK JETL T 4.08.2: Defend Against Adversary's Conventional Attacks & Missiles.

Canadian JTL T 5.1.02: Defend Against Adversary's Conventional Attacks & Missiles.

TA 4.5.7

Conduct Maritime Interdiction

Conduct maritime interdiction to destroy, neutralise, or delay the enemy's military potential before it can be brought to bear effectively against friendly forces.

Related International Tasks:

NATO AT 3.2.1.2: Conduct Strike, Surface, Subsurface, and Air Defence/ Anti Air Attack

UK JETL T 4.06.3: Conduct Interdiction of Forces/ Targets.

Canadian JTL T 3.5.3: Conduct Interdiction of Forces/ Targets.

TA 4.5.8

Conduct Surface and Subsurface Defence

Conduct surface and subsurface defence to assert sea control, that is, the ability to establish the military conditions so that own forces have freedom of action to use the sea for one's own purposes in specified geographical areas, for

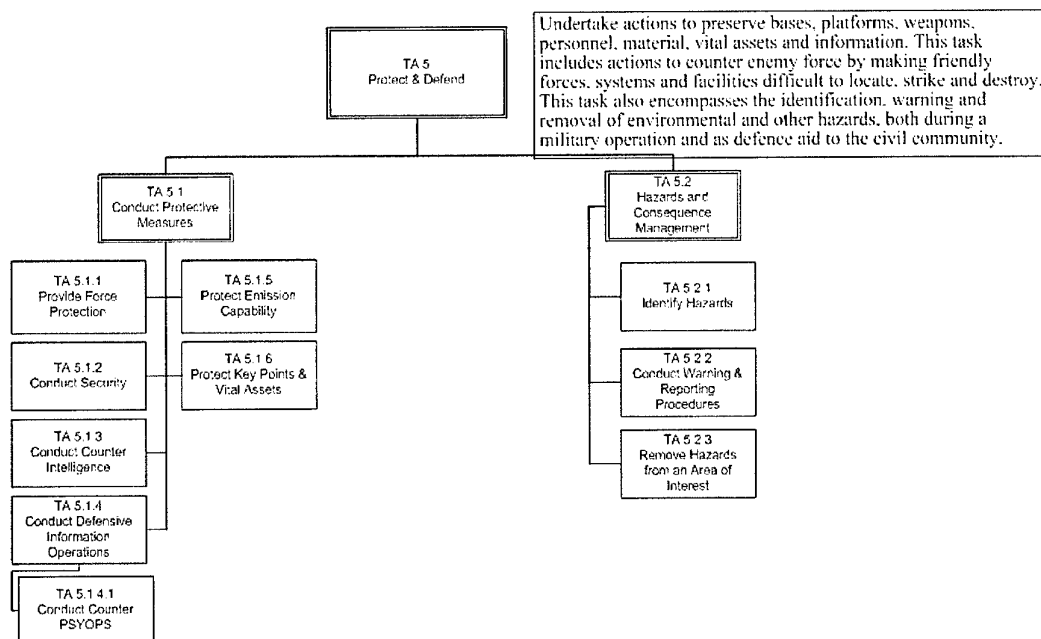
specific periods of time, and deny the use of the sea to an enemy where necessary.

Related International Tasks:

NATO AT 3.2.1.2: Conduct Strike, Surface, Subsurface, and Air Defence/ Anti Air Attack.

TA 5

Protect and Defend Chart



TA 5

Protect and Defend

Undertake actions to preserve bases, platforms, weapons, personnel, material, vital assets and information. This task includes actions to counter enemy force by making friendly forces, systems and facilities difficult to locate, strike and destroy. This task also encompasses the identification, warning and removal of environmental and other hazards, both during a military operation and as defence aid to the civil community.

Related International Tasks:

NATO AT 6: Provide Protection & Security

UK JETL T 4.08: Conduct Protection

Canadian JTL T 5.1: Conduct Protection

TA 5.1

Conduct Protective Measures

Implement protective measures to protect ADF personnel, assets, communications, information, codes or other vital areas needed in the conduct of a campaign. It will be necessary to provide defensive or protective arrangements to key civilians, assets and infrastructure which supplements or complements ADF requirements.

Related International Tasks:

NATO AT 6.4: Provide Security for Forces

UK JETL T 4.08: Conduct Protection

UK JETL T 4.08.01: Conduct Protection

Canadian JTL T 5.1: Conduct Protection

Canadian JTL T.5.1.01: Conduct Protection

TA 5.1.1

Provide Force Protection

Provide force protection through the execution of a process, which aims to conserve the fighting potential of the tactical forces by countering the wider threat to its elements from adversary, natural and human hazards, and fratricide. Conduct threat and warning assessments, physical security measures, personnel security measures and establish chemical, biological or radiological protective measures. Includes health, intelligence, fire, explosive ordnance disposal and protection of base combatants and civilians.

Related International Tasks:

NATO AT 6.2.2: Employ Concealment Techniques.

NATO AT 6.4: Provide Security for Forces.

UK JETL T 4.09.4: Employ Concealment Techniques.

UK JETL T 4.08.01: Conduct Direct Physical Protection, Warning and Threat Assessments.

UK JETL T 4.09.01: Conduct Personnel Security.

UK JETL T 4.10.4: Execute NBC Individual & Collective Protection.

Canadian JETL T 5.1.01: Conduct Direct Physical Protection, Warning and Threat Assessments.

Canadian JTL T 5.2.1: Conduct Personnel Security.

Canadian JTL T 5.2.4: Employ Concealment Techniques.

Canadian JTL T 5.3.4: Execute NBC Individual & Collective Protection.

TA 5.1.2

Conduct Security

Implement communications security, operational security, information and information systems security procedures.

Related International Tasks:

NATO AT 6.2: Employ Operations Security.

UK JETL T 4.08.09: Conduct & Assess the Effects of COMSEC, ECM, EPM and ESM.

UK JETL T 4.09.6: Conduct and Assess the Effects of OPSEC.

Canadian JTL T 5.1.09: Conduct & Assess the Effects of COMSEC, ECM, EPM and ESM.

Canadian JTL T 5.2.6: Conduct and Assess the Effects of OPSEC.

TA 5.1.3

Conduct Counter Intelligence

Counter intelligence (CI) encompasses those activities, which are concerned with identifying and counteracting the threat to security posed by hostile intelligence services and organisations, and by individuals engaged in espionage, sabotage, subversion or terrorism. Whilst CI is generally regarded as countering activities within the human dimension, this activity includes the threat from an adversary's C4ISREW capability.

Related International Tasks:

NATO AT 6.4.3: Maintain Counter Reconnaissance, Security and Readiness.

UK JETL T 4.09.05: Employ Counter Intelligence, Surveillance, Security and Readiness Measures.

Canadian JTL T 5.2.5: Employ Counter Intelligence, Surveillance, Security and Readiness Measures.

TA 5.1.4

Conduct Defensive Information Operations

Conduct defensive information operations to protect friendly information and information systems from exploitation, disruption or manipulation by an adversary.

Related International Tasks:

None

TA 5.1.4.1

Conduct Counter Psychological Operations

Conduct counter psychological operations (PSYOPS) to maintain moral, cohesion and psychological fitness of the deployed force, which a threatening force may try to undermine.

Related International Tasks:

UK JETL T 4.08.05: Conduct Counter PSYOPS.

Canadian JTL T 5.1.05: Conduct Counter PSYOPS.

TA 5.1.5

Protect Emission Capability

Manage the use of electromagnetic and acoustic emitters to restrict the scope for enemy attack without unduly impairing the operational efficiency of friendly forces.

Related International Tasks:

NATO AT 6.2.1: Employ Signals Security.

UK JETL T 4.08.09: Conduct and Assess the Effects of COMSEC, ESM, EPM and ECM.

Canadian JTL T 5.1.09: Conduct and Assess the Effects of COMSEC, ESM, EMP and ECM.

TA 5.1.6

Protect Key Points and Vital Assets

Implement defensive measures for key points and vital assets to deter enemy action or warn of approaching harm. This includes identification of key vulnerabilities and centres of gravity and the protection measures that they require.

Related International Tasks:

UK JETL T 4.08.03: Defend Key Points & Vulnerable Assets.

Canadian JTL T 5.1.03: Defend Key Points & Vulnerable Assets.

TA 5.2

Hazards and Consequence Management

Consequence management is the term used to describe ADF support to the national response to mitigate and / or counter the threat or aftermath of a chemical, biological or radiological incident or accident which is beyond the capacity of the relevant state / territory authorities. It includes measures to protect public health and safety, restore essential government services and provide emergency relief to government and civil authorities. This task also encompasses the removal or reduction of other hazards, including unexploded ordinance and other toxic substances, from an area of interest, as part of defence aid to the civil community.

Related International Tasks:

UK JETL T 4.10: Conduct NBC Protection

Canadian JTL 5.3: Conduct NBC Protection

TA 5.2.1

Identify Hazards

Detect and identify any battle space and environmental hazards. These hazards include chemical, biological or radiological hazards, mines, unexploded ordinance, and any other toxic or hazardous substance that may exist within an area of interest, and adversely impact upon the civilian or military communities. This task is relevant both during peace and during military operations.

Related International Tasks

UK JETL T 4.10.2: Conduct Detection, Identification and Monitoring.

Canadian JTL 5.3.2: Conduct Detection, Identification and Monitoring.

TA 5.2.2

Conduct Warning and Reporting Procedures

Conduct warning and reporting procedures to alert units and personnel of hazards within a battlespace or area of interest. These reporting procedures include battle space hazards such as mines, unexploded ordinance, nuclear detonations, biological and chemical attacks as well as other environmental hazards such as chemical spills or industrial contamination. Predict and provide warning of associated hazards and hazard areas. This task also encompasses defence aid to the civil community during peacetime.

Related International Tasks

UK JETL T 4.10.3: Conduct NBC Warning and Reporting.

Canadian JTL T 5.3.3: Conduct NBC Warning and Reporting.

TA 5.2.3

Remove Hazards from an Area of Interest

Eliminate the presence of environmental hazards to equipment and personnel from within an area of interest. Includes removal of hazards such as mines and unexploded ordinance, industrial chemical spills as well as nuclear, biological and chemical (NBC) hazards. Decontaminate personnel, systems and infected areas by absorbing, destroying and nullifying NBC agents around it. This task encompasses both removal of battlespace hazards during a military operation as well as defence aid to the civil community during peace time.

Related International Tasks:

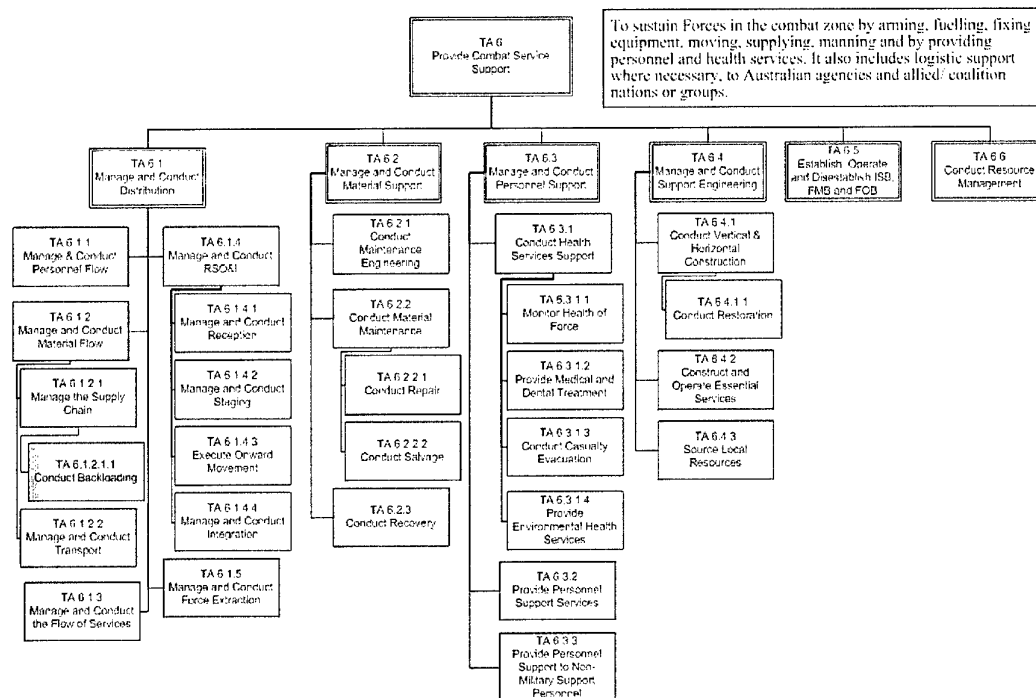
NATO AT 6.4.2.2: Remove Battlespace Hazards.

UK JETL T 4.10.5: Conduct NBC Hazard Management.

Canadian JTL T 5.3.5: Conduct NBC Hazard Management.

TA 6

Provide Combat Service Support Chart



TA 6

Provide Combat Service Support

To sustain forces in the JFAO by arming, fuelling, fixing equipment, moving, supplying, manning and providing personnel and health services. It also includes logistic support where necessary, to Australian agencies and allied / coalition nations or groups.

Related International Tasks:

NATO AT 4: Provide Tactical Support.

US UJTL TA 4: Perform Logistics and Combat Service Support.

UK JETL T 5: Sustain.

Canadian JTL T 6: Sustain.

TA 6.1

Manage and Conduct Distribution

Manage and conduct distribution including planning, organising, directing, controlling and conducting the flow of personnel, materiel and services. This includes managing demand, procurement, inventory management, warehousing, movements, and transportation and information management.

Related International Tasks:

NATO AT 4.1.1: Perform Transport Services.

US UJTL TA 4.2: Distribute Supplies & Provide Transport Services.

UK JETL T 5.1.2: Conduct Transportation & Movements.

UK JETL T 3: Deploy and Recover.

Canadian JTL T 6.1.2: Conduct Transportation & Movements.

Canadian JTL T 4: Tactical Mobility.

TA 6.1.1

Manage and Conduct Personnel Flow

Manage the movement of personnel around the JFAO, including reconstitution and reinforcement.

Related International Tasks:

UK JETL T 3.1.1: Plan, Record & Control Unit Movement.

Canadian JTL T 4.1 1: Plan, Record & Control Unit Movement.

TA 6.1.2

Manage and Conduct Materiel Flow

Conduct the movement of stores, including combat supplies, and equipment around the JFAO through the supply chain and transport network.

Related International Tasks:

UK JETL T 3.1.1: Plan, Record & Control Unit Movement.

Canadian JTL T4.1 1: Plan, Record & Control Unit Movement.

TA 6.1.2.1

Manage the Supply Chain

Manage the supply chain to track demand, procurement, inventory management, stockholding, warehousing of all items necessary for the equipping, sustainment and operation of combat forces.

Related International Tasks:

None

TA 6.1.2.1.1

Conduct Backloading

Conduct the rearward movement of materiel, both serviceable and unserviceable.

Related International Tasks:

UK JETL T 5.2.3: Conduct Recovery, Salvage & Back loading.

Canadian JTL T 5.2.3: Conduct Recovery, Salvage & Back loading.

TA 6.1.2.2

Manage and Conduct Transport

Conduct transportation by all means/modes by which material is moved around the JFAO, including rail, road, air dispatch and shipping.

Related International Tasks:

NATO AT 4.1.1: Perform Transport Services.

US UJTL TA 4.2: Distribute Supplies & Provide Transport Services.

UK JETL T 5.1.2: Conduct Transportation & Movements.

Canadian JTL T 6.1.2: Conduct Transportation & Movements.

TA 6.1.3

Manage and Conduct the Flow of Services

Monitor the flow of services within the JFAO including the distribution and movement of personnel services including waste (e.g. backloading), mail and welfare support.

Related International Tasks:

UK JETL T 5.1.4: Track & Account for Assets & Equipment.

Canadian JTL T 6.1.4: Track & Account for Assets & Equipment.

TA 6.1.4

Manage and Conduct Reception, Staging, Onforward Movement and Integration

Conduct reception, staging, onforward movement which involves facilitating movement (including concentration) and preparation (including briefing, orders, servicing, arming etc) of personnel, stores and equipment into mission ready task organisations.

Related International Tasks:

NATO AT 1.1: Position Tactical Forces.

UK JETL T 3.1: Position Tactical Forces.

UK JETL T 3.1.5: Conduct RSOI.

Canadian JTL T 4.1.5: Conduct RSOI.

TA 6.1.4.1

Manage and Conduct Reception

Receive personnel, materials and equipment in the JFAO.

Related International Tasks:

NATO AT 1.1: Position Tactical Forces.

UK JETL T 3.1: Position Tactical Forces.

UK JETL T 3.1.5: Conduct RSOI.

Canadian JTL T 4.1: Position Tactical Forces.

Canadian JTL T 4.1.5: Conduct RSOI.

TA 6.1.4.2

Manage and Conduct Staging

Assemble, inspect and load personnel and equipment and supplies in preparation for tactical movement. This includes staging/marshalling forces, estimating throughput, time, phasing movement and establishing tactical formations.

Related International Tasks:

NATO AT 1.1.1: Prepare Forces for Movement.

UK JETL T 3.1.2: Prepare Forces for & Conduct Intra Theatre & Tactical Movement.

UK JETL T 3.1.5: Conduct RSOI.

Canadian JTL T 4.1.2: Prepare Forces for & Conduct Intra Theatre & Tactical Movement.

Canadian JTL T 4.1.5: Conduct RSOI.

TA 6.1.4.3

Execute Onward Movement

Execute movements within the JFAO in accordance to the movement priorities and plans.

Related International Tasks:

UK JETL T 3.1.5: Conduct RSOI.

Canadian JTL T 4.1.5: Conduct RSOI.

TA 6.1.4.4

Manage and Conduct Integration

Integrate units into a mission ready joint force.

Related International Tasks:

UK JETL T 3.1.5: Conduct RSOI.

Canadian JTL T 4.1.5: Conduct RSOI.

TA 6.1.5

Manage and Conduct Force Extraction

Conduct force extraction utilising all the procedures necessary to redeploy personnel and equipment back to home locations. Procedures include medical and psychological checks, customs and quarantine requirements, ammunition clearances and movements.

Related International Tasks:

None

TA 6.2

Manage and Conduct Materiel Support

Manage and conduct material support through planning, organising, directing and controlling the availability of materiel through maintenance engineering, materiel maintenance and recovery. This also incorporates the implementation of maintenance policies.

Related International Tasks:

NATO AT 2: Fix & Maintain Equipment.

UK JETL T 5.2: Conduct Equipment Support in the JOA.

TA 6.2.1

Conduct Maintenance Engineering

Conduct maintenance engineering, which involves the continuous application of engineering skills, techniques and knowledge to influence the design, development, selection and reliability of materiel, to provide adequately for their effective and economic through life maintenance.

Related International Tasks:

NATO AT 4.4: Obtain Engineer Construction Materials.

NATO AT 4.4.3: Perform Engineer Construction Services.

UK JETL T 5.3.2: Conduct Engineer Support Operations to Sustain the Force.

UK JETL T 5.3.5: Supply Mobile Electric Power.

UK JETL T 5.3.2: Conduct Engineer Support Operations to Sustain the Force.

Canadian JTL T 6.3.2: Conduct Engineer Support Operations to Sustain the Force.

Canadian JTL T 6.3.5: Supply Mobile Electric Power.

Canadian JTL T 6.3.2: Conduct Engineer Support Operations to Sustain the Force.

TA 6.2.2

Conduct Materiel Maintenance

Undertake maintenance on materials within the JFAO to retain materiel in a serviceable or task worthy condition or to restore it to such a condition. This includes inspection, testing, servicing, preservation, and classification as to serviceability, repair, modification, rebuilding and reclamation.

Related International Tasks:

NATO AT 4.4: Obtain Engineer Construction Materials.

NATO AT 2: Fix & Maintain Equipment.

UK JETL T 5.2: Conduct Equipment Support in the JOA.

UK JETL T 5.3.2: Conduct Engineer Support Operations to Sustain the Force.

Canadian JTL T 6.3.2: Conduct Engineer Support Operations to Sustain the Force.

TA 6.2.2.1

Conduct Repair

Conduct repair to restore equipment to a serviceable condition following failure (equipment), malfunction damage, deterioration or wear beyond tolerance.

Related International Tasks:

UK JETL T 5.2.3: Conduct Recovery, Salvage & Back loading.

Canadian JTL T 5.2.3: Conduct Recovery, Salvage & Back loading.

TA 6.2.2.2

Conduct Salvage

Management of the evacuation and reclamation of damaged, discarded, condemned or abandoned allied or enemy materiel, ships, craft and floating equipment for repair, refabrication or scrapping.

Related International Tasks:

UK JETL T 5.2.3: Conduct Recovery, Salvage & Back loading.

Canadian JTL T 5.2.3: Conduct Recovery, Salvage & Back loading.

TA 6.2.3

Conduct Recovery

Conduct recovery by extricating equipment casualties from where it has become disabled or defective and moving it to where repair is to be effected, or from where it can be backloaded. This may also include the recovery of information systems that have become corrupted.

Related International Tasks:

UK JETL T 5.2.3: Conduct Recovery, Salvage & Back loading.

Canadian JTL T 6.2.3: Conduct Recovery, Salvage & Back loading.

TA 6.3

Manage and Conduct Personnel Support

Manage and conduct personnel support by planning, organising, directing, controlling and conducting personnel services that affect the well-being and control of personnel. This includes such services as health services support, military policing, chaplaincy, legal advice, postal services, welfare support, bath and laundry services, catering, canteen support, mortuary support, the control of reinforcements, prisoners of war, stragglers and refugees, and the provision of labour.

Related International Tasks:

NATO AT 4.3: Man the force & Provide Services.

NATO AT 4.3.4: Perform Health Services.

US UJTL TA 4.3: Man the Force.

UK JETL T 5.4: Man the Force & Provide Personnel Support Services.

UK JETL T 5.4.2: Conduct Medical Support to Optimise Force Strength.

Canadian JTL T 6.4: Man the Force & Provide Personnel Support Services.

Canadian JTL 6.4.2: Conduct Medical Support to Optimise Force Strength.

TA 6.3.1

Conduct Health Services Support

Conduct health services support to conserve manpower to maintain operational capability and facilitate operational success. This is achieved by ensuring that a deployed force maintains optimal fitness, adequate medical preventive measures are in place, including psychological support, and appropriate treatment and evacuation capabilities exist to maximise the early return to duty of casualties.

Related International Tasks:

NATO AT 4.3.4: Perform Health Services.

UK JETL T 5.4.2: Conduct Medical Support to Optimise Force Strength.

Canadian JTL 6.4.2: Conduct Medical Support to Optimise Force Strength.

TA 6.3.1.1

Monitor Health of Force

Monitor health of force.

Related International Tasks:

NATO AT 4.3.4: Perform Health Services.

UK JETL T 5.4.2: Conduct Medical Support to Optimise Force Strength.

Canadian JTL T 6.4.2: Conduct Medical Support to Optimise Force Strength.

TA 6.3.1.2

Provide Medical and Dental Treatment

Perform, provide or arrange for medical services, regardless of location, which promote, improve or restore the mental or physical well being of individuals or groups. This can also include practising preventative medicine, dental services, performing veterinary services and environmental health support.

Related International Tasks:

NATO AT 4.3.4: Perform Health Services.

UK JETL T 5.4.2: Conduct Medical Support to Optimise Force Strength.

Canadian JTL T 6.4.2: Conduct Medical Support to Optimise Force Strength.

TA 6.3.1.3

Conduct Casualty Evacuation

Provide for the treatment of casualties regardless of location and to arrange their evacuation, including aero medical evacuation.

Related International Tasks:

NATO AT 4.3.4: Perform Health Services.

UK JETL T 5.4.3: Treat Casualties & Conduct Evacuation.

Canadian JTL T 6.4.3: Treat Casualties & Conduct Evacuation.

TA 6.3.1.4

Provide Environmental Health Services

The provision of environmental health services, including preventative medicine.

Related International Tasks:

None

TA 6.3.2

Provide Personnel Support Services

Provide personnel services which affect the well-being and control of personnel including waste management, military policing, chaplaincy, legal support, postal services, welfare support, bath and laundry services, catering services, amenities support, mortuary affairs, reinforcement control, prisoners of war and stragglers and refugees.

Related International Tasks:

NATO AT 4.3.3: Perform Personnel Service Support.

NATO AT 4.3: Man the force & Provide Services.

US UJTL TA 4.3: Man the Force.

UK JETL T 5.4: Man the Force & Provide Personnel Support Services.

UK JETL T 5.4.1: Conduct Personnel Support Services Including Mortuary Affairs.

Canadian JTL T 6.4: Man the Force & Provide Personnel Support Services.

Canadian JTL T 6.4.1: Conduct Personnel Support Services Including Mortuary Affairs.

TA 6.3.3

Provide Personnel Support to Non-Military Support Personnel

Provide personnel support to non-military support staff deployed into the JFAO. Non-military support personnel include defence civilians, contractors and local civil labour.

Related International Tasks:

NATO AT 4.3.3: Perform Personnel Service Support.

UK JETL T 5.4.1: Conduct Personnel Support Services Including Mortuary Affairs.

Canadian JTL T 6.4.1: Conduct Personnel Support Services Including Mortuary Affairs.

TA 6.4

Manage and Conduct Support Engineering

Manage and conduct support engineering to meet the survivability and sustainability requirements of forces other than manoeuvre elements, particularly headquarters and logistic elements. Support engineering usually focuses towards supporting the medium to long-term needs of the force rather than immediate or short-term objectives. Support engineering tasks may be conducted by specialist military engineers or by civilian contractors and agencies coordinated by military engineers. These tasks may include:

- Construction and maintenance of living and working accommodation;
- Construction and maintenance of airfields, bridges, railways, roads and ports;
- Construction and operation of essential services, including waste disposal, water supply, electrical reticulation and environmental management;
- Winning local resources.

Related International Tasks:

NATO AT 4.4.3: Perform Engineer Construction Services.

NATO AT 2: Fix & Maintain Equipment.

UK JETL T 5.2: Conduct Equipment Support in the JOA.

UK JETL T 5.3.2: Conduct Engineer Support Operations to Sustain the Force.

UK JETL T 5.3.5: Supply Mobile Electric Power.

Canadian JTL T 6.3.2: Conduct Engineer Support Operations to Sustain the Force.

Canadian JTL T 6.3.5: Supply Mobile Electric Power.

Canadian JTL T 6.2: Conduct Equipment Support in the JOA.

TA 6.4.1

Conduct Vertical and Horizontal Construction

Conduct horizontal and vertical engineering tasks within the JFAO. This includes construction and maintenance of airfields, landing zones, bridges, railways, roads and ports; and construction and maintenance of living and working accommodation such as camps, hospitals, workshops and storage facilities.

Related International Tasks:

UK JETL T 5.3.2: Conduct Engineer Support Operations to Sustain the Force.

Canadian JTL T 6.3.2: Conduct Engineer Support Operations to Sustain the Force.

TA 6.4.1.1

Conduct Restoration

Conduct restoration by repairing facilities and infrastructure damaged by combat (e.g. clear rubble, restore electrical power), natural disaster or other causes.

Related International Tasks:

UK JETL T 5.3.1: *Perform Rear Area Restoration.*

Canadian JTL T 6.3.1: *Perform Rear Area Restoration.*

TA 6.4.2

Construct and Operate Essential Services

Construct and operate essential services necessary for the effective operation of facilities. Including generation and reticulation of electricity, the provision of lighting, the winning of water, its storage and delivery through pipelines, the provision of storage and reticulation facilities for fuel, provision and distribution of cooling or heating within a facility, provision of refrigeration; and the provision of sewerage, drainage and waste disposal mechanisms.

Related International Tasks:

NATO AT 4.4.3: *Perform Engineer Construction Services.*

UK JETL T 5.3.2: *Conduct Engineer Support Operations to Sustain the Force.*

UK JETL T 5.3.5: *Supply Mobile Electric Power.*

Canadian JTL T 6.3.2: *Conduct Engineer Support Operations to Sustain the Force.*

Canadian JTL T 6.3.5: *Supply Mobile Electric Power.*

TA 6.4.3

Source Local Resources

Source and obtain natural resources including water and construction materials.

Related International Tasks:

UK JETL T 5.1.1: *Sustain the Force, Utilising National, Allied and Indigenous Assets.*

Canadian JTL T 6.1.1: *Sustain the Force, Utilising National, Allied and Indigenous Assets.*

TA 6.5

Establish, Operate and Disestablish Interim Staging Bases, Forward Mounting Bases and Forward Operating Bases.

Establish, operate and disestablish areas within and surrounding the Joint Forces Areas of Operation for the provision of logistic support. These may include Interim Staging Bases, Forward Mounting Bases, Forward Operating Bases, Air Points of Disembarkation, Sea Points of Disembarkation and maintenance areas (e.g. Force Maintenance Area including reconstitution and Reception, Staging, Onward Movement and Integration areas, and Brigade Maintenance Area.

Related International Tasks:

None

TA 6.6

Conduct Resource Management

Conduct resource management for resources deployed and being utilised within the JFAO. This incorporates contract management and the tracking and accounting for assets, equipment and resources including finances and local procurement.

Related International Tasks:

UK JETL T 5.1.4: Track & Account for Assets & Equipment.

Canadian JTL T 6.1.4: Track & Account for Assets & Equipment.

Appendix B: Validation of AS JETs

B.1. Validation Checklist

Part 1: Time and Date			
On going event:		Non-ongoing event:	
Start Date		Date	
Start Time		Start Time	
End Date		End Time	
End Time			

Location

For example Headquarters, field location, map reference, grid reference.

Part 2: Participant Backgrounds			
Military Representative	Number	Military Specialists	Number
<input type="checkbox"/> Commanders		<input type="checkbox"/> Logistics	
<input type="checkbox"/> Air Force			
<input type="checkbox"/> Army		<input type="checkbox"/> Intelligence	
<input type="checkbox"/> Navy		<input type="checkbox"/> Operational Representatives	
<input type="checkbox"/> Special Forces		<input type="checkbox"/> Tactical Representative	
<input type="checkbox"/> Other		<input type="checkbox"/> Other	

PART 2: Participant Backgrounds			
Governmental Representatives	Number	International Liasons	Number
<input type="checkbox"/> Government Departments		<input type="checkbox"/> Allies	
<input type="checkbox"/> Non Government Organisations			
<input type="checkbox"/> Relief Organisations		<input type="checkbox"/> Coalition Partners	
<input type="checkbox"/> Volunteer Organisations		<input type="checkbox"/> United Nations (UN)	
<input type="checkbox"/> Other		<input type="checkbox"/> International Governments	

☐ Other

Other	Number
-------	--------

☐ Communications☐ Security☐ Capability Development**PART 3: Event Triggers**

Trigger	Description
<input type="checkbox"/> Not Apparent	
<input type="checkbox"/> Scheduled	Event Aim
<input type="checkbox"/> Receipt of Order	Order Type/ Number
<input type="checkbox"/> Receipt of Information	Information Relating To..
<input type="checkbox"/> Commander's Request	Reason
<input type="checkbox"/> Liaison Request	Reason & Representative
<input type="checkbox"/> Information or Output From	Type of Information/ Task Information Received From

PART 4: Event Outputs and Outcomes

Event	Example
-------	---------

- ☐ Request for Information
- Commander's
Critical
Information
Requirements
(CCIR)
- ☐ Issue of Orders
- Order and Type
- ☐ Movement
- Issue Movement
Plan and Priorities
- ☐ Develop Rules of Engagement
- Issue Rules of
Engagement
- ☐ Logistics Priorities Identified
- Issue ADMININST
- ☐ Liasion With Other Organisations
- Organisation
Name
- ☐ Liasion With Allies
- Allied Force, Rank
and Reason
- ☐ Other

PART 5: Equipment Utilised	
Military Equipment	Name

Example

- ☐ Ships
- ☐ Planes
- ☐ Trucks
- ☐ Tanks
- ☐ Helicopter
- ☐ Voice

Black Hawk, Chinook, Iroquios
Control Radio, UHF, VHF, Phone, MILSATCOM

Military Equipment	Name
--------------------	------

☐ C2 Platforms☐ ISR☐ EW☐ Other

PART 6: Event Input

☐ Plans

Impact

☐ Orders☐ New Equipment☐ New Personnel

PART 7: Communication Type

☐ Meetings☐ Discussions☐ Brief☐ Phone☐ Fax☐ Email☐ Radio☐ Other

Appendix C: Evaluation of AS JETs

C.1. Measure Development

Before it was cancelled, the Strategic Command Post Exercise (CPX) for Crocodile 03 was to have been the first opportunity to use the AS JETs for evaluation. The AS JET chosen for evaluation for Crocodile 03 was ST 1.3.3 *Develop Military Strategic Planning Guidance*. This AS JET was going to be tested against the Strategic Planning Process (STRAPP) which is well documented in ADFP 9 (ADFP 9 1999). Though Crocodile 03 was ultimately cancelled the metrics developed for it are relevant to any planning process for any exercise or campaign. From ADFP 9 the immediate planning process has four phases and is linked to the deliberate planning stage (ADFP 9 1999). Its ultimate objective is to “deliver the rapid development of military options, government approval of a military plan and its subsequent execution”. For completeness the vital steps in each of the phases will be summarised as this will make easier reference to the measures later on.

Phase 1 is *situation development*. This phase begins with an activity with security implications, involves Australian Defence Headquarters (ADHQ) planning and concludes with a Chief of Defence Force (CDF) endorsed Military Strategic Estimate (MSE) (ADFP 9. 3-9). The following are the main points of phase 1:

- 1.1 An event occurs that sparks security concerns
- 1.2 CDF to seek advice from Strategic Command Group (SCG) and Commander Australian Theatre (COMAST)
- 1.3 End state and objectives endorsed
- 1.4 The J3 Staff of Strategic Operations Division (SOD) will develop the MSE. In turn, it will be reviewed and completed by the Strategic Planning Group (SPG), drawing on MSPG (Military Strategic Planning Guidance) and any earlier MSE produced as a result of contingency planning to identify the military strategic objectives.
- 1.5 SOD will develop the Warning Order (WNGO) through coordination with other groups including Government departments.
- 1.6 Advice from service chiefs and COMAST will be sought during the preparation of the strategic level documents.
- 1.7 What other activities were performed to facilitate Australian Defence Force (ADF) options?
- 1.8 Head Strategic Operations Division (HSOD) will present MSE to CDF for approval
- 1.9 The WNGO will then be developed after step 1.8 (also related to step 1.5)
- 1.10 Current Headquarters planning will also commence so that the ADF is able to respond in a timely fashion. Initial theatre planning will be based on existing military strategic guidance provided in the relevant MSPG, recent MSE and direction provided to representatives at Strategic Watch Group (SWG) or SPG. Alternatively the CDF could issue preliminary planning intentions to Headquarters Australian Theatre (HQAST) based on available information.

Phase 2 is *Planning development* planning focus shifts to the theatre level, begins with the WNGO issued to COMAST, then followed by an Alert Order (ALERTO) and COMAST will subsequently issue Operation Orders (OPORD) or Operation Instructions (OPINST).

- 2.1 WNGO is sent to CDF for approval and released to HQAST. It will contain an endorsed MSE, indicative assigned forces, tasking of COMAST to produce a Concept of Operations (CONOPS) and instructions for additional planning guidance
- 2.2 COMAST to develop CONOPS based on Military Strategic Guidance (MSG) as defined in MSE and WNGO
- 2.3 COMAST will develop estimates of resources
- 2.4 The SCG will normally consider the campaign CONOPS and advise CDF who may endorse or direct COMAST to refine it.
- 2.5 CDF will issue the ALERTO to COMAST who will then issue the campaign / operations plan and supporting OPORD / OPINST.
- 2.6 HSOD and Head Strategic Policy and Plans Division (HSPP) will conduct branches and sequels planning throughout the planning and conduct of the campaign to consider the strategic focus associated with a resolution of the situation

Phase 3. *Execution*. This phase begins with the issuing of the Execute Order (EXECUTEO) by CDF and ends with the successful resolution of the crisis.

- 3.1 COMAST to provide situational reports to ADHQ
- 3.2 Situation to be monitored by SWG
- 3.3 Head Strategic Command Division (HSCD) will brief CDF & SCG as appropriate

Phase 4. *Evaluation*. Post-operational reports are developed at the strategic and theatre HQ to identify lessons learnt.

- 4.1 Post operations reports are developed at the strategic and theatre headquarters level to identify lessons learnt.
- 4.2 Lessons learnt is fed back into the deliberate planning process.

Once the phases had been allocated as above, the relevant components of the Timeliness, Relevance, Accuracy and Completeness (TRAC) / Timeliness, Integration, Conformance, Economy and Completeness (TICEC) processes were considered for each phase. They are listed in the table below.

Table C.1 TICEC checklist for the immediate planning process.

Phase	Time- liness	Integration	Confor- mance	Economy	Completeness
1.1					
1.2		✓	✓		
1.3	✓				✓
1.4	✓		✓		
1.5	✓	✓			✓
1.6	✓	✓			✓
1.7	✓		✓	✓	
1.8	✓				
1.9	✓			✓	✓
1.10	✓	✓	✓	✓	
2.1	✓		✓		
2.2	✓		✓		
2.3				✓	
2.4	✓				✓
2.5	✓				✓
2.6	✓	✓		✓	✓
3.1	✓				
3.2			✓		
3.3		✓	✓		
4.1					✓
4.2			✓		✓

From the table above, it can be seen that each of the phases can have an associated process task ticked off against it. A future step in the process development could be an assignment of ranking besides each of the TICEC components. For instance, in phase 1.2 above integration may be considered more important than conformance and could be indicated through a scale or some other suitable indicator that is based upon military judgement. At this stage it is important to emphasise that aggregating results through the process method with a view to quantify results is very questionable. Decision-making processes can be subjectively determined and so may not always be amenable to objective measures (Lebow and Stein 1989). Similarly, Zhang, Scholz and Krause (1999) raise the point that measure should not always be synonymous with counting. The authors' state: "measurement here means more than just accounting for other forms of data collection. It is about bringing out the fundamentals of an organisation or system." Nevertheless the process methodology based around AS JETs (refer to Volume 1 Chapter 5) is a framework that can determine whether objectives can be obtained.

C.1.1 The TRAC and TICEC Models of Evaluation

Clark and Moon (2002) and Kingston and Johns (2002) have suggested that information, either as an Input or an Output needs to be Relevant and Accurate, and have used these constructs, as well as Timeliness and Completeness, to classify a range of measures. Similarly, other Inputs and Outputs should also be Relevant and Accurate. These measures are referred to as TRAC.

Consider that the execution of a JET⁹ may be thought of as a process. To this end the ASJET / process method should be Integrated both internally between organisations and externally with other processes; Conform to relevant guidance, plans and doctrine; and be Economic with the use of resources. Timeliness comprises speed of service, latency, frequency (or refresh rate) and perishability while Completeness comprises: availability of sources, amount of information collected, amount of information processed, amount of information used by a decision maker and amount of critical information supplied. These constructs form the basis of the TICEC methodology and Outcomes, however, should be assessed in the context of the mission and the Functional Area.

Process Completeness complements the constructs of Input Completeness, Output Completeness and Process Conformance. Input Completeness considers the availability and use of resources while Output Completeness considers the availability and use of resources for other tasks. Process Completeness focuses only on the *activities* undertaken, and then only on the relationships between activities planned, commenced and completed. Process Conformance considers whether or not the process followed relevant guidance, doctrine and procedures.

Amongst other things, the measurements need to consider how to determine what activities are planned, how to distinguish between activities, how to determine when they are complete, and possibly how to determine the degree of completeness and how to identify critical activities.

Method 1 (M1): Look at the number of hours spent on the activities, compared to the usual duration. The approach has the benefit that it is simple to measure. However, it requires background information. Furthermore, the method is of limited use, unless the cause for deviations can be determined. For example, what does it mean if an activity takes longer than normal?

Method 2 (M2): Use independent expert opinion. This approach is also simple to measure and is more robust than the previous method, provided that suitable experts can be found. It is subjective, but may be repeatable if multiple experts are used. Furthermore, if the experts can justify their opinions, it may provide the basis for determining more objective measures in the future.

⁹ The term AS JETs refers to the entire task list across the strategic, operational and tactical areas of command; JETs refer to the functional areas of the AS JETs (eg, Command, Intelligence); and JET refers to individual joint essential tasks.

Method 3 (M3): Consider the availability of activity outputs. This approach considers only the availability and not the quality of the outputs, which are Output constructs. This approach is objective, but is only suitable for activities that produce distinct outputs.

Method 4 (M4): Consider the commencement or completion of dependent tasks or steps. This approach is also objective, but while it does not require concrete outputs, it does require an understanding of workflow procedures.

Method 5. (M5): Detailed economic indicators for the course of action could be assessed through a number of methods including war gaming, simulation, or the conduct of multiple exercises or experiments.

C.2. Measures for an AS JET

The following measures were to be implemented in the use of ASJET ST 1.3.3. The cancellation of the Strategic CPX for Crocodile 03 meant that the methods for the measures from Phase 1.6 onwards were never elaborated.

Phase 1.2

TIMELINESS.

- How frequently did CDF seek advice from SCG?
Identify an appropriate member/s of SCG and determine from them the frequency of advice. M1 & M2.
- How quickly did the advice come back?
Identify an appropriate member/s of SCG or other to obtain time, OR preferably be in a position to determine this event independently of others. M1 & M2
- Was the advice of an enduring quality or was it required to be acted upon promptly?
Identify an appropriate member/s of SCG and determine from them the enduring nature of the advice. M2

INTEGRATION

- Identify the liaison process between CDF and SCG
As nothing is to be measured here per se, this could be categorised as M4. Determine who or what is the liaison mechanism (e-mail, telephone, written etc).
- How effective was this liaison? How often was communication interrupted, disrupted?
Seek advice from the appropriate SCG member, and or obtain documents if allowable. M2, M3
- How often was clarification of requests (orders) etc needed?
This has M1 and M2 aspects as unless the data gatherer was present, independent expert opinion would be required.
- Did CDF consult with (integrate with) SCG?

- M2 or own opinion derived from attendance at briefings or similar*
- Did CDF consult with other groups for advice?
M2 or own opinion derived from attendance at briefings or similar

CONFORMANCE

- Did CDF consult with SCG as stipulated in the immediate STRAPP?
M2 through SCG contacts
- How many times?
M1
- Did CDF consult with other groups outside those stipulated in ADFP 9, i.e. how often? What did CDF do with his advice? i.e. how crucial to the WNGO construction was it?
M1 and M4 for the first question. M2 for the second

COMPLETENESS

- How many times did CDF plan to get advice and did?
M4 and M2

RELEVANCE

- What did CDF do with the information / advice provided by SCG?
M2, M3
- How much of the information received by CDF was critical to his situational awareness?
M2
- What paucity of knowledge did CDF have of the situation?
M2

ACCURACY

- What were the number of sources contributing to CDF's advice
M2 most likely
- What was the veracity of the sources? Confidence in these sources?
M2
- Was there any internal consistency of the information i.e. was there any conflicting information?
M2, and M4.

Phase 1.3

TIMELINESS

- How long did it take to develop and then endorse the end state?
M1 in consultation with M2. Determine a point of contact in SCG that is appropriate to glean information from
- How long did it take to determine the objectives?
M1.

COMPLETENESS

- What activities (within the planning) must be undertaken to ensure an end state occurs?
This will comprise of M4 – completion and commencement of activities and the obligatory M2. Note there is no assessment for this stage.
- What percentage of these activities were undertaken and accomplished?
M3, M2 - as this task requires evidence of what was undertaken
- Ditto for objectives
M3 and M2 for same reasons as above

RELEVANCE

- Was some precedence used to determine the end state?
M2 or historical data
- Was a list of objectives to be achieved conducted and were they ultimately ranked by CDF in importance? Were any totally disregarded?
M3 and M4

Phase 1.4

TIMELINESS

- How much time was required by J3 Staff of SOD and SPG to develop the MSE?
M1 & M2
- Was the time reasonable? Was the time adequate?
M2, or use past exercise data
- What factors led to unforeseen time delays?
M2

CONFORMANCE

- Was the MSE based on MSPG and any earlier MSE as stipulated in ADFP 9?
M2

RELEVANCE

- How critical was the MSE to be based upon the MSPG?
M2
- How critical was the MSE to be based upon previous MSE?
M2

ACCURACY

- How many sources contributed to the MSE development?
M2
- How independent were they?
M2
- How much conflicting information?
M2
- In the event of conflicting information, how was the problem resolved?

M2

Phase 1.5

TIMELINESS

- How long did it take to develop the WNGO? Compare with predicted time?
M1 & M2
- Was this a reasonable time? Compare with past exercises
M2 or use data from past exercises
- How frequently was information exchanged between SOD and other groups in formulating the WNGO?
M1 & M2

INTEGRATION

- What departments and officials were needed and notified in WNGO development?
M2

COMPLETENESS

- What percentage of tasks was necessary to complete the WNGO?
M2
- Was this an acceptable number? Where possible, make comparisons with historical records?
M2 & M3.
- Regarding the WNGO was:
 1. A strategic and military situational assessment made?
 2. Were details of the enemy expected operational area given?
 3. Were estimates of the capabilities of enemy given?
 4. Were enemy intent, probable courses of action (COA) given?
 5. Were enemy centres of gravity (COG) determined?
 6. Was friendly political, diplomatic and economic strategies mentioned?
 7. Were attitudes and actions of friendly nations discussed?
 8. Was the Australian COG determined?
 9. Was the military / strategic end-state determined?

M2

RELEVANCE

- Was any precedence used in developing the WNGO?
M2
- What degree of uncertainty in information received was acceptable in determining the WNGO?
M2 and M3 as the WNGO can be considered an activity output
- How usable was the information given to SOD from the various groups in writing the WNGO?
M2

ACCURACY

- How many sources contributed to the estimate of the enemy order of battle (ORBAT), COG and probable COA?
M2, M3
- Were these sources independent?
M2, M3
- How consistent was the information on determining enemy ORBAT, COG and probable COA?
M2
- How many sources were consulted in the determination of the national COG?
M2

CONFORMANCE

- The WNGO should have an estimate of indicative forces indicated. Lessons Learnt Recommendation (LLR) 4 stated force assignment was unsatisfactory throughout Exercise Tandem Thrust 01 (Defence 2002). Were indicative forces properly assigned?
M2

Phase 1.6

TIME

- How frequently was advice sought?
M1 & M2. *Identify sources that can tell what advice the service chiefs gave*
- Were strategic level documents delivered in a timely manner?
M1 & M2

RELEVANCE

- Was advice acted upon?
M2
- How relevant was it perceived?
M2
- What percentage of advice accepted?
M2

ACCURACY

- Were all the service chiefs requested to give advice in the preparation of strategic level documents?
- Was COMAST's advice sought during the preparation of strategic level documents?
- Were other sources used in the preparation of strategic level documents?
- Was any advice given based upon historical "know-how"?

CONFORMANCE

- To what degree were strategic level documents prepared in accordance with ADFP 9? Was this an acceptable level of compliance?

Phase 1.7

TIME

- How long did it take to devise alternative options?
- Was this a reasonable time? Compare with historical records

CONFORMANCE.

- Did the development of alternatives follow an accepted procedure (ADFP 9) or was it conducted on the fly and by the "seat of your pants" method?

ECONOMY

- What resources were allocated in these options?
- Were they greater than or less than those in the chosen plan?
- Were the allocated resources economic and sufficient for the task? Draw upon historical records for analogous comparisons

Phase 1.8

TIME

- How long before approval was delivered to CDF?

Phase 1.9 (Same as 1.5)

Phase 1.10

CONFORMANCE

- Has Headquarters theatre level planning commenced based on MSPG as stipulated in ADFP 9?
- Was an MSPG hierarchy established and prioritised as per LLR1¹⁰ and ADF Analysis and Lessons Learnt Database (ADFAADS)?
 - RELEVANCE: If a hierarchy was established how was it implemented?
 - Did it facilitate TIMELINESS?

INTEGRATION.

- What links with ADHQ were established?

¹⁰ MSPG hierarchy be established and prioritized if possible, from EX C99 061004JUL99 contained in Annex D of Defence (2002). Crocodile 03 Phase 1 Combined Exercise Instruction, Department of Defence.

Phase 2.1

CONFORMANCE

- Has an endorsed WNGO and MSE been issued?
- Have indicative forces been indicated?
- Instructions for COMAST to commence CONOPS issued?
- Has CDF planning directive been used to initiate theatre level deliberate planning as per LLR2¹¹ and ADFAADS?

TIMELINESS

- How much time did COMAST wait for the WNGO and MSE before commencing theatre plans?

Phase 2.2 (same as 2.1)

Phase 2.3

TIMELINESS

- What was the time required for COMAST to develop an estimate of resources?

Phase 2.4

COMPLETENESS

- What percentage of tasks as listed in CONOPS did CDF consider necessary before giving CONOPS total support?
- How many times did CDF give directions to COMAST to refine CONOPS?

Phase 2.5

TIMELINESS

- What was the time taken for CDF to give ALERTO to COMAST? What was the time taken for COMAST to then issue supporting OPORD / OPINST?

Phase 2.6

TIMELINESS

- What was the frequency of information coming in to update strategic plans?
- What was the durability / perishability of this information?

¹¹ CDF planning directive to be used to initiate theatre level deliberate planning, from EX C99 061004JUL99 contained in Annex D of Ibid.

CONFORMANCE

- Were branches and sequels planned for?
- How many?

INTEGRATION

- What liaison occurred between HSOD and HSPP?
- Were there any line of communication problems that diminished information flow?

COMPLETENESS

- What percentage of strategic factors was considered as relevant in resolving the situation?

Phase 3.1

TIMELINESS

- How frequently did ADHQ receive reports from COMAST on the situation?

RELEVANCE

- How relevant/useful were the reports received from COMAST ?

Phase 3.2

CONFORMANCE

- Did the SWG as stipulated in ADFP9 monitor the situation?

Phase 3.3

TIMELINESS

- How frequently did HSOD brief CDF and SCG?

Appendix D: Resources Expended

D.1. AS JETs Development

The AS JETs for each of the strategic, operational and tactical levels of command, were developed over a series of five or six workshops, with each workshop building on the last.

D.1.1 Operational Workshops

19th –20th November 2001: Initial Operational Workshop.
6th December 2001: General Operational Workshop.
17th –18th December 2002: General Operational Workshop.
7th February 2002: Army input into Operational Logistics Tasks.
7th March 2002: Final Operational Workshop.

D.1.2 Strategic Workshops

26th September 2001: Initial Strategic Workshop.
22nd March 2002: General Strategic Workshop.
3rd May 2002: General Strategic Workshop.
25th July 2002: Strategic Logistics Workshop.
8th August 2002: Final Strategic Workshop.

D.1.3 Tactical Workshops

15th May 2002: Initial Tactical Workshop.
25th July 2002: Tactical Logistics Workshop.
7th August 2002: General Tactical Workshop.
21st August 2002: General Tactical Workshop.
19th September 2002: TA 3 Workshop.
25th September 2002: Final Tactical Workshop.

The AS JETs development took place over a thirteen month period including and between September 2001 and September 2002. The development effort averaged about two people working full-time on the initial development, attending workshops and developing the AS JETs to incorporate the workshop attendees' comments.

D.2. Resources Expended - Validation

The development of the validation mechanisms took one person in total three weeks. Most complex was the generic checklist for use in any situation. There was not an opportunity to trial the analysis of the information collected in the checklist.

It is proposed that it would take approximately a week to collate the information collected from a two-day exercise. The retrospective mapping should take a person who is familiar

with the AS JETs one day to map the results to the JETs. However it may take longer to do this mapping if the individual is not familiar with the JETs. The construction of a decision matrix would take an experienced AS JET person approximately a day, or two days if they are not experienced.

D.3. Resources Expended - Evaluation

It has been estimated, that 1.5 - 2 weeks of full time effort was required by one person to prepare, familiarise and define statements of measure for a single JET, so that a proper methodology could be applied in the analysis for a strategic phase of a typical exercise such as the CROCODILE Series. During the development of these measures, assistance from the military was required. Their judgement was central to the development of a robust set of measures that could be functionally applied during the exercise and then later analysed for compliance with appropriate doctrine. The ASJET itself was also to be subject to examination to make sure it was sufficiently detailed to be appropriate for the chosen task.

For future development towards appropriate standards and measures, it would be reasonable to assume that as a minimum, three full days dedicated to developing robust measures with appropriate military scrutiny should be allocated to each ASJET. Once a set of AS JETs has been allocated conditions and standards, workshops should be conducted (much in the same way they were for the definitions of the AS JETs through 2001 and 2002) with appropriate military personnel to refine the conditions and standards further. It would then probably require further iterations to bring the conditions and standards up to an acceptable military standard. The amount of time required to apply conditions and standards to a sufficiently representative number of AS JETs will be dependent upon the number of personnel involved and will require good communications and liaison.

It is envisaged that the development of metrics will be analogous to the development of the task descriptions. That is, DSTO and ADF personnel will develop metrics for given tasks through use of doctrine, appropriate military documentation and military advice. These metrics should then be workshopped to hone the accuracy of the metrics to an acceptable joint military standard.

Appendix E: Proposed Changes to the AS JETs for Tasks at the Operational Level

E.1. General Comments

Operational tasks are currently very war fighting focused (it's the nature of the list). There may be a need to look at the joint preparation tasks that are undertaken when not conducting operations.

There may be a need to review the use of "JFAO" at the operational level and use "theatre" instead. Should these AS JETs have a whole-of-theatre focus and hence be more specific? If "JFAO" is removed from operational descriptions there is a need to ensure these tasks are represented at the tactical level.

E.2. Command

OP 1.2.1: Issue Plans and Orders, Execute C2 Policies and Procedures

There is no place where C2 policies and procedures are developed.

OP 1.1.7: Synchronise/ Integrate Operations and Orders.

The word "simultaneously" in the description may be too limiting

OP 1.1.8: Maintain and Deploy Force and/ or Support to Sustain Operational Tempo

Definition (that is, provision of reserved forces) does not make sense in terms of sustaining operational tempo

OP 1.2.6: Direct Joint Operational Training and Preparation

Change description to level not units to "participating forces". Take out reference to "communications" directly and change to test adequacy of "command and control structures".

OP 1.4.1: Provide Operational CIS Systems

Expand this definition to include "Permit staff with different needs and different security levels to access common information"

OP 1.4.2: Determine and Manage Means of Communicating Operational Information

Expand this definition to outline more than just electronic information. Theatre commander needs to influence the strategic level thinking.

E.3. Provide Intelligence

New Tasks

OP 2.1.1: Develop Commander's Critical Information Requirements

Develop the Commander's critical information requirements that were identified during mission analysis. (ADFP 19 paragraph 2.7, 5.15)

OP 2.1.7: Analyse Intelligence Activities

This task encompasses the analysis of the effectiveness of intelligence activities, both gathering and processing, to determine how well they meet intelligence requirements and to identify deficiencies and performance. (ADFP 19 paragraphs 2.19, 4.65)

OP 2.3.5: Evaluate Social, Political, and Environmental & Economic Information

Evaluate the social, political, economic and health environment and medical threat to determine opportunity for obtaining local resources, facilities and in support in an area of operations, minimising interference with military operations and supplementing the intelligence effort. It can also be used to assess the impact of these factors on the military operation. (ADFP paragraph 5.4a, 5.5a and b, 5.12, 5.14c)

OP 2.4.1: Produce the Information Dissemination Plan

Produce a plan for the dissemination of information & intelligence.

Support to Information Operations

New Tasks

OP 2.5.1: Support to Deception

Those measures designed to mislead an adversary by manipulation, distortion, or falsification of evidence to induce them to react in a manner prejudicial to their interests. (ADFP 19 paragraphs 3.24c, 6.9 to 6.12, Annex D to Chapter 5 paragraph 26)

OP 2.5.2: Support to Psychological Operations

Planned psychological activities in peace and war directed towards adversarial, friendly and neutral audiences in order to influence attitudes and behaviour affecting the achievement of political and military objectives. (ADFP 19 paragraph 3.24c, 6.13 to 6.15, Annex D to Chapter 5 paragraph 27)

OP 2.5.3: Support for EW

The objective is to gain control of or exploit the electromagnetic spectrum and to deny its effective use in an adversary. (ADFP 19 Annex D to Chapter 5 paragraph 26, paragraphs 6.16 to 6.20)

OP 2.5.4: Support to Physical Destruction of Adversary Decision Capability

That part of the targeting process related to developing and selecting elements of the adversary's decision-making architecture for degradation by physical attack in accordance with operational planning guidance. (ADFP 19 paragraphs 6.21 to 6.23)

OP 2.5.5: Support to Operations Security

The process which gives a military operation or exercise appropriate security, using passive or active means, to deny knowledge of the dispositions, capabilities and intentions of friendly forces. (ADFP 19 paragraphs 6.24 to 6.26)

Establish Arrangements and Agreements for Intelligence Purposes

New Tasks

OP 2.6: Establish arrangements and agreements for Intelligence purposes.

E.4. Shape the Operational Environment

OP 3.3.4: Conduct PSYOPS

Should probably be a child of 3.3.1.

OP 3.4.1: Establish Media Operations in the JFAO.

Remove the "in the JFAO" from the title.

OP 3.4.3: Manage Press Relations in the JFAO.

Remove the "in the JFAO" from the title.

E.5. Conduct Operations and Campaigns

OP 4.2: Plan and Synchronise Firepower.

Possibly change to Plan and Synchronise Engagement.

OP 4.2.2: Plan Joint Force Targeting.

Refer to Adversary's targets instead of specifying air, land and sea.

OP 4.2.5: Conduct Battle Damage Assessment.

Change the description to "measure effect of an engagement, either lethal or non-lethal, on an adversary".

E.6. Provide Protection

OP 5.2.1: Plan and Coordinate Operational Security within the JFAO (OPSEC)

Remove JFAO from the title to make it broader.

E.7. Sustain

OP 6.1.5: Develop and Manage Maintenance Concept and Plan

Move under 6.4.

OP 6.1.5.1: Determine Battle Damage Repair Provisions

Move under 6.4.

OP 6.4: Management of Equipment and Supplies

Add a subordinate task to focus on the policies that deal with platform availability and sustainment.

OP 6.5.5: Plan Welfare Requirements

Move under 6.6 - change to be 6.6.3.

OP 6.5.5.1: Implement National Welfare Coordination Facilities

Move under 6.6 - change to be 6.6.3.1.

OP 6.5.6: Coordinate Mortuary Affairs

Move under 6.6 - change to be 6.6.4.

OP 6.1.1: Plan and Monitor Personnel Support

Append description of 6.6.1.1 to current description

OP 6.6.1.1: Coordinate Religious Ministry Support.

Delete.

New Task

OP 6.8: Manage Quarantine & Customs Interface

Appendix F: User Documentation for the DSTO Joint Task List Tool

F.1. Installing the DSTO Joint Task List Tool

The installation of the DSTO Joint Task List Tool is a simple procedure that is initiated by running the program *setup.exe* that has been supplied.

This brings up the DSTO Joint Task List Installation Screen, as shown in Figure F-1. It is recommended that you close any open applications before clicking the *OK* button.

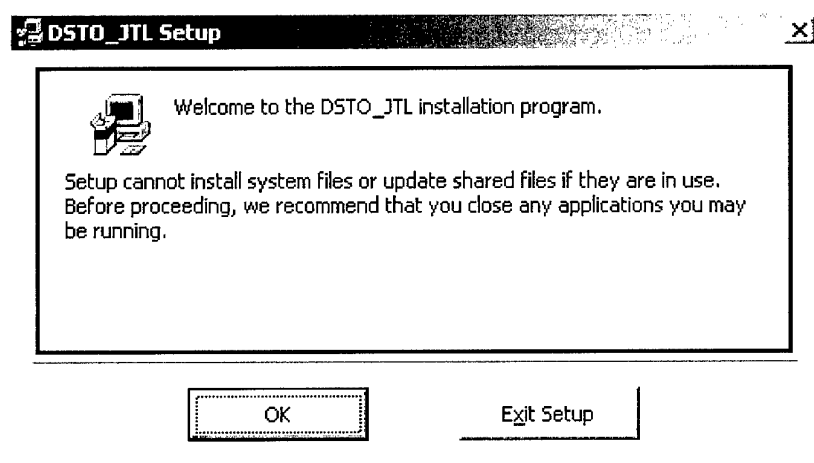


Figure F-1 DSTO Joint Task List Installation Screen

As shown in Figure F-2, you will then be given the option to change the installation directory, before installing the program. To change the installation directory, click on the *Change Directory* button and nominate the required directory. Once you are happy with the installation directory, hit the *Installation* button as shown in Figure F-2.

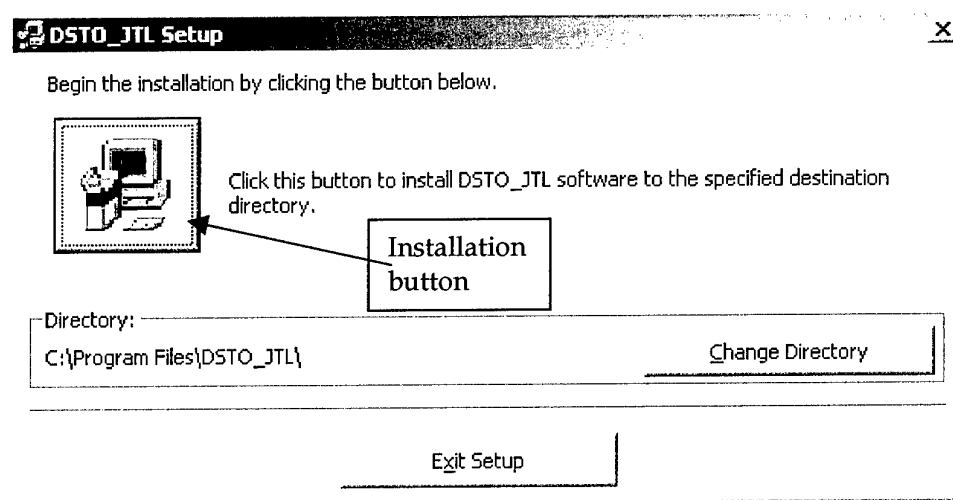


Figure F-2 Specifying the directory

As shown in Figure F-3, you will then be given the option of specifying where the DSTO Joint Task List Tool will appear in your *Windows Start* menu. If you would like to specify a different name, either type in the required name, or select the required folder from the list provided. Once you are happy with the location of the tool, click the *Continue* button to continue the installation.

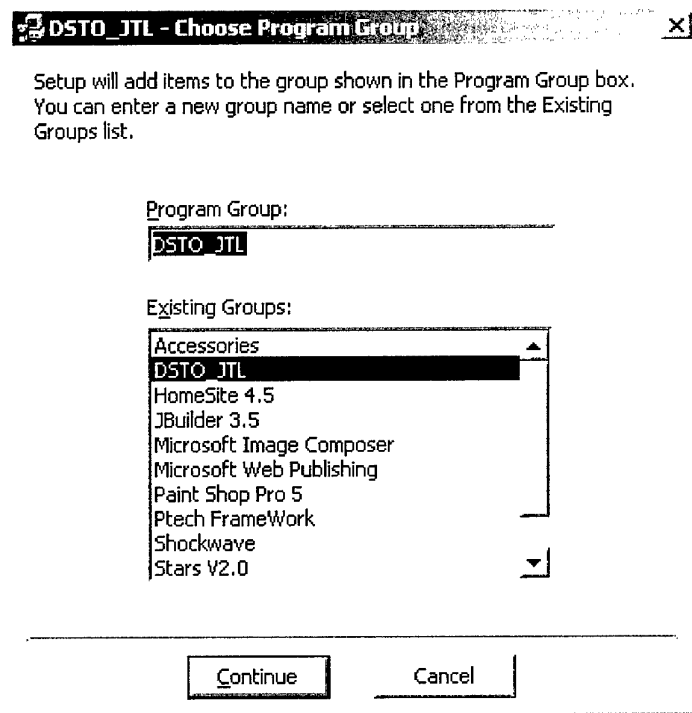


Figure F-3 Specifying the group that the DSTO Joint Task List Tool will be stored under in the Start Menu

When the computer has finished installing the application you will see the window shown in Figure F-4. Click the OK button to acknowledge the message.

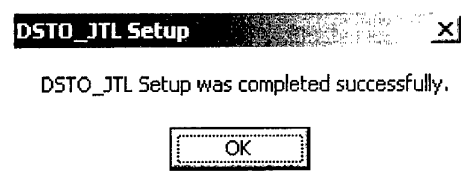


Figure F-4 Successful completion of the installation process

F.2. Using the DSTO Joint Task List Tool

Selecting the tool from the Start menu opens the DSTO Joint Task List Tool.

When first opened, the DSTO Joint Task List Tool displays the *Standard Entry Screen*, as shown in Figure F-5. This screen can be used to navigate through the tool. The menus at the top of the tool window can also be used to navigate through the tool. The *Standard Entry Screen* is only available when the tool is first started. Later navigation must be

through the menus. If you wish to use the menus rather than the *Standard Entry Screen*, selecting the *X* in its top right hand corner can close the *Standard Entry Screen*.

The task list tool can be closed in three ways:

1. Selecting the *Exit* button from the *Standard Entry Screen*
2. Selecting the *Exit* option from the *File* menu
3. Clicking on the *X* button in the top right corner of the tool window

This document describes how to browse a *Task List Document*, and how to search a *Task List Document* for a specific phrase. The advanced options, and help features will be described in a later version of this document. Where a feature can be accessed in multiple ways, all alternatives are described.

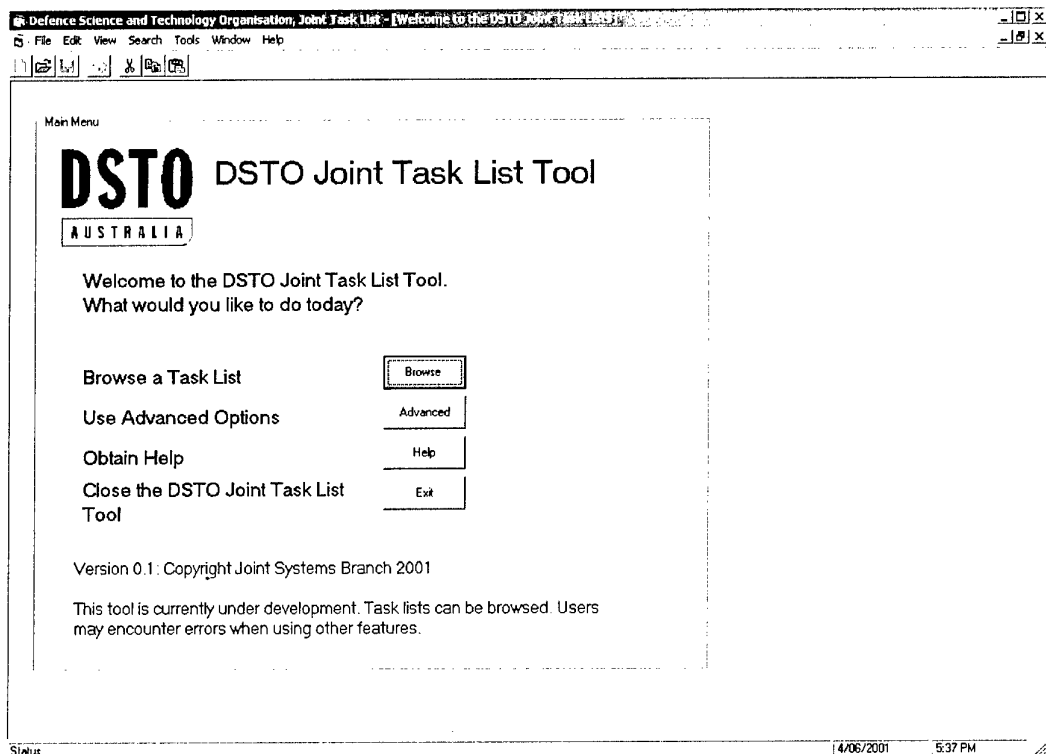


Figure F-5 Standard entry window for the task list tool

F.3. Browsing a Task List Document

To browse a *Task List Document* you need to open the appropriate *Document*. To bring up a list of the available options do one of the following steps.

- Using the *Standard Entry Screen* (shown in Figure F-5), select the *Browse* button.
- Using the *File* menu, select *Open Task List*

- Using the standard toolbar, select the *Open* icon as shown in Figure F-6.

This will open the *Document Selection Window* as shown in Figure F-6. To select the document that you want to browse do one of the following:

- Select the desired *Task List Document* and click the *OK* button
- Double click on the desired task: *Task List Document*.

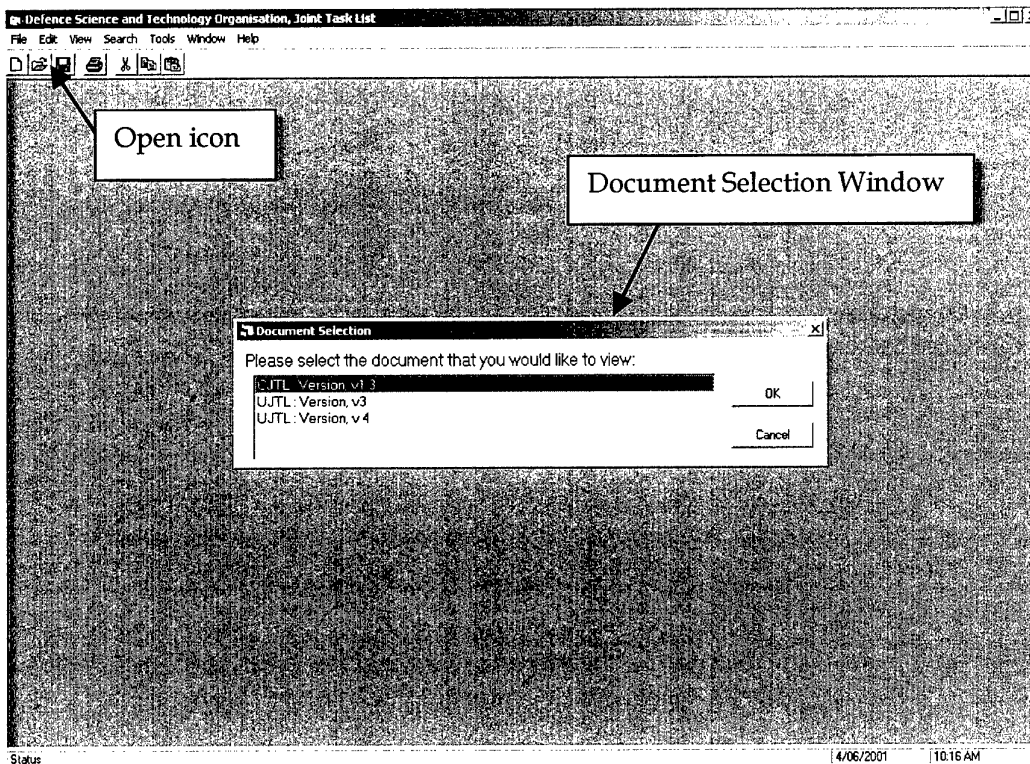


Figure F-6 Document selection window

F.4. Viewing the task list.

When a *Task List Document* is opened, it is displayed in a *Task List Window* as shown in Figure F-7.

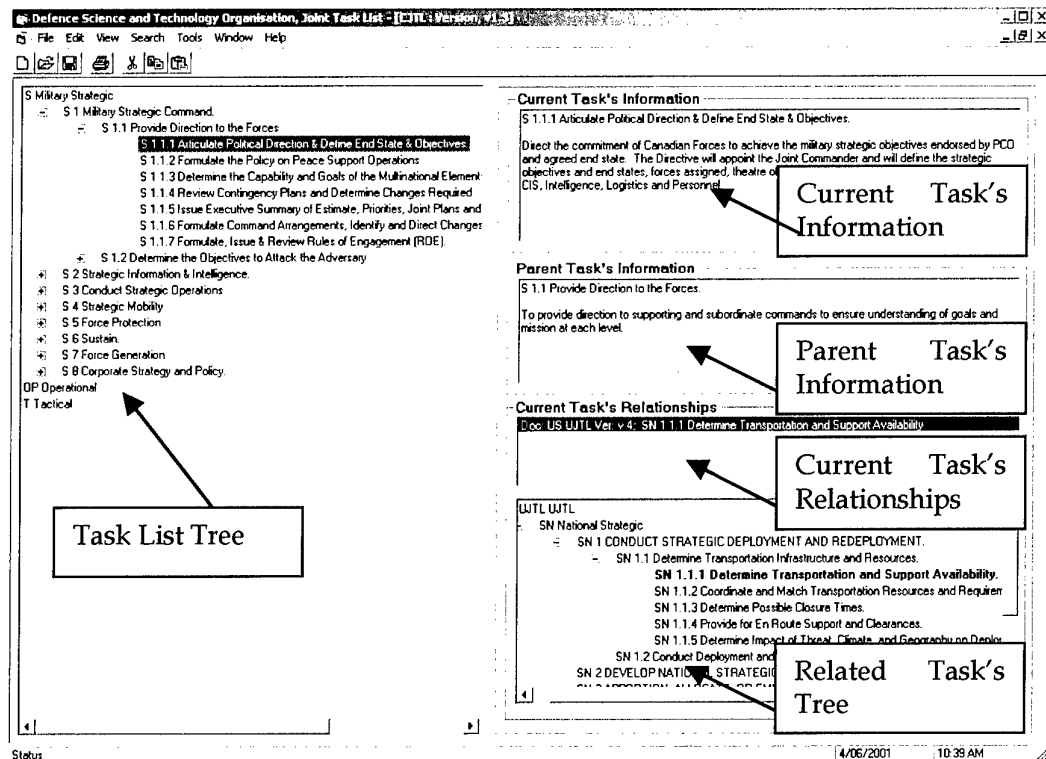


Figure F-7 Task List Window

The left-side pane of the *Task List Window* is the displayed the *Task List Tree*. It initially displays a list of the top-level tasks, or task groups in the *Task List Document*.

To display the sub-tasks of a displayed task, double click on the appropriate heading. You are able to easily navigate within the tasks by double clicking on either the + beside the task label or the task label. (A task label consists of a task identifier and a task name). This will allow you to easily work your way down the tree.

To display more information about a displayed task, select the task label in the *Task List Tree*. Information will then appear in the right-side panes of the *Task List Window*, as shown in Figure F-7.

- The *Current Task's Information* area displays the task label, followed by the description of the selected, or current task.
- The *Parent Task's Information* area displays the task label, followed by the description of the selected tasks' parent task (or super-task). In other words, this area contains information about the task at the next highest level in the hierarchy to the selected, or current task.

- The *Current Task Relationships* area displays tasks in other tasks lists that have been identified as being similar to the selected, or current task. To find out more about a *related task*, double click on the *related task* in the *Current Task Relationships* area.
 - The *Task List Document* for the *related task* will be displayed in the *Related Task's Tree* area. It is also possible to view the whole tree in a new window by right clicking on a task in the *Related Task's Tree* area selecting, *Open Task In New Window*, as shown in Figure F-8. Both task lists remain open. The options in the *Window* menu will allow the user to switch between the open task lists, as shown in Figure F-9.

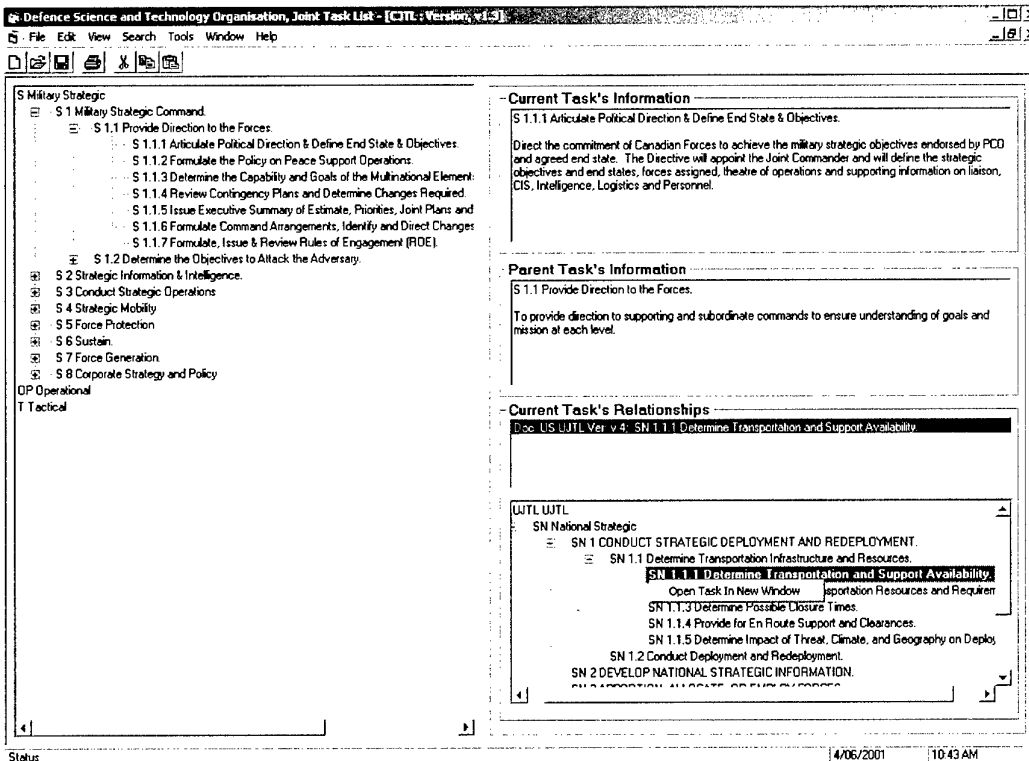


Figure F-8 View the task relationships in a new window

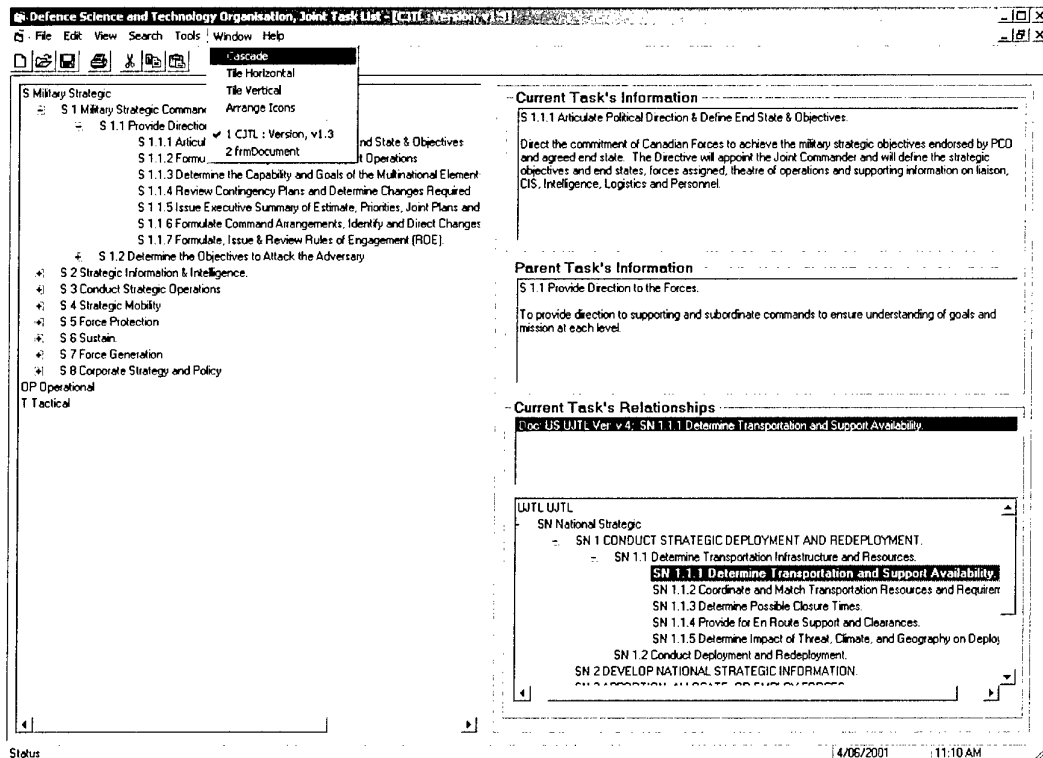


Figure F-9 Switching between open task lists

F.5. Search A Task List

The DSTO Joint Task List Tool provides facilities for searching a *Task List Document* for a task based on its task identifier (or task ID), task name, or description.

This feature can only be accessed using the *Search* menu and selecting *Find Task*.

If a user has not already selected a task list, this will display the *Document Selection Window*, as shown in Figure F-10. To search a *Task List Document* you need to select the appropriate *Document* from list by either:

- Selecting the desired *Task List Document* and clicking the *OK* button
- Double clicking on the desired task: *Task List Document*.

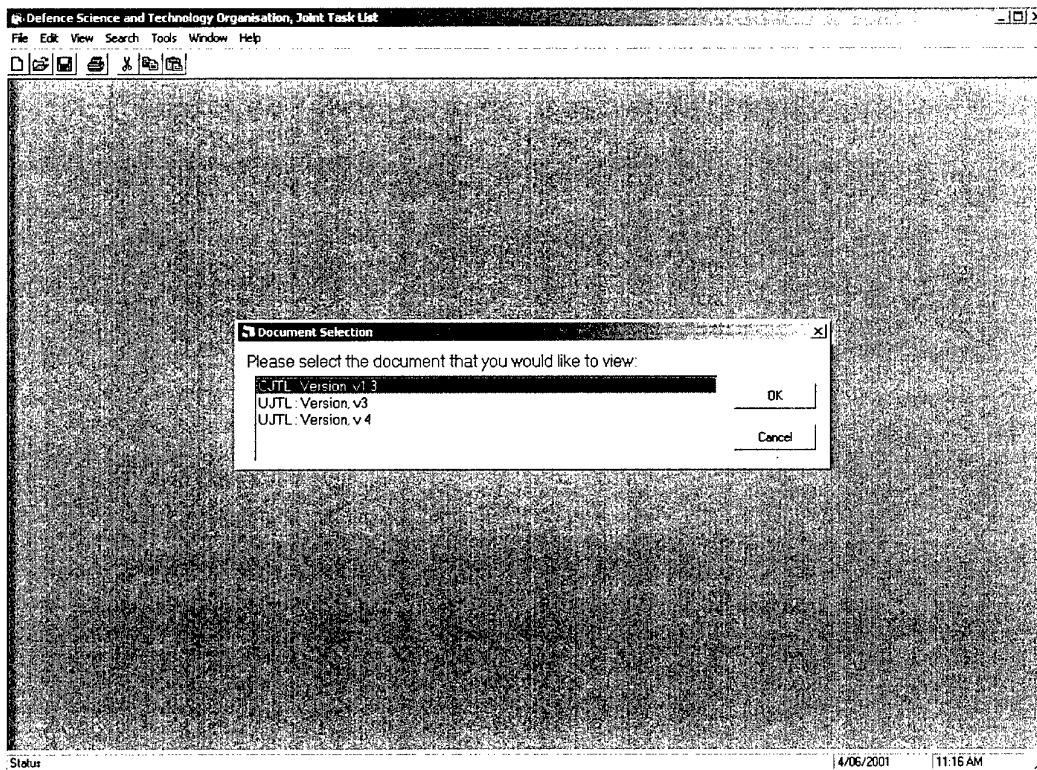


Figure F-10 Searching for specific tasks

When a task list has been selected, the *Search Screen*, as shown in Figure F-11, will appear. The search screen has several options. You can search:

- By task ID, by task name, and by task description
- For an exact match or a partial match.

The behaviour of the search engine depends on whether you are searching for an exact match, or a partial match. Both will be described.

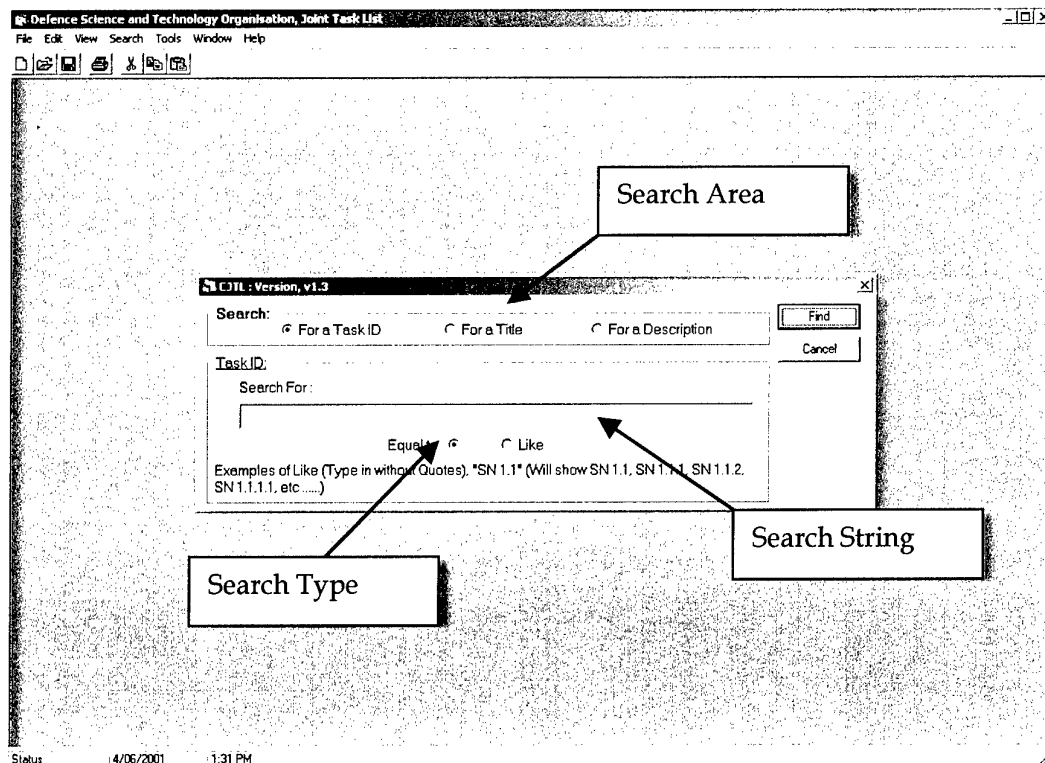


Figure F-11 Search Screen

F.6. Exact Matches

To find an exact match to a task id, task name or task description you need to:

- Select the *Search Area* (task id, task name or task description) using the buttons provided at the top of the *Search Screen*.
- Enter the *Search String* in the area provided. This must be the complete string in the selected area.
- Select *Equal to* as the *Search Type*.
- Click the *Find* button.

If a match is found, the tool will immediately open up the appropriate *Task List Document Window* and the found task will be highlighted. See Figure F-12 for an example.

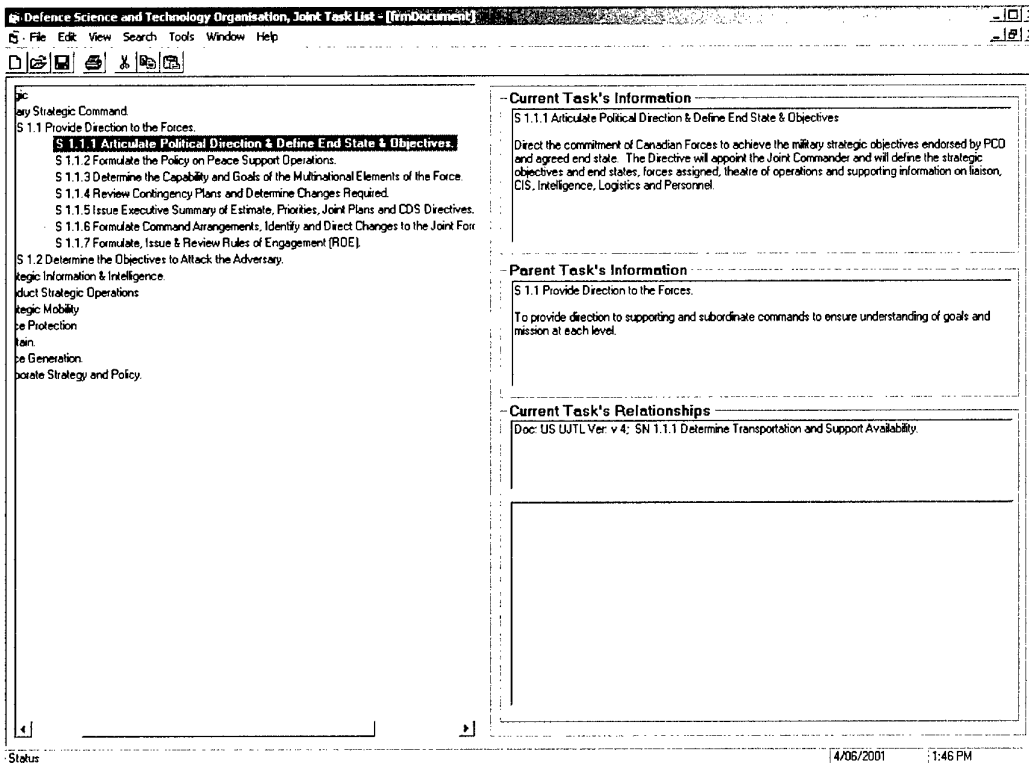


Figure F-12 Example of search results in the tree view

F.7. Partial Matches

It is possible to execute more general searches, using partial matches. To do this you need to:

- Select the *Search Area* (task id, task name or task description) using the buttons provided at the top of the *Search Screen*.
- Enter the *Search String* in the area provided. This can be any combination of strings that appear in the required search area for the task.
- Select *Like* as the *Search Type*.
- Click the *Find* button.

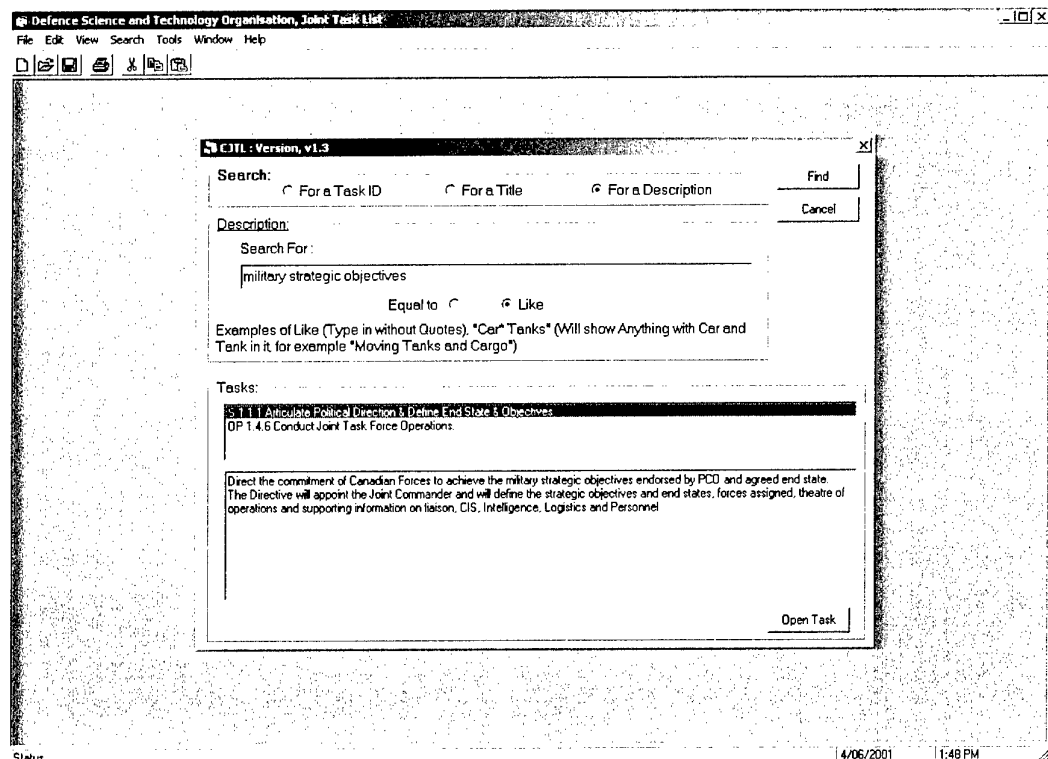


Figure F-13 Search results for the Like query

The tasks, which match the search query, are displayed in an extension to the *Search Screen*, as shown in Figure F-13. Initially, only the names of the found tasks are displayed. The description of a found task can be displayed by clicking on a task label. Selecting a desired task and clicking on the *Open Task* button at the bottom on the *Search Screen* will open up the appropriate *Task List Document Window* and the found task will be highlighted. See Figure F-12 for an example.

F.8. Information Currently Stored in the Task List

- US Universal Joint Task List (UJTL) Versions: 4.0b, 4.0 and 3,
- Canadian Joint Task List (CJTL), Version: 1.4, 1.3
- UK Joint Essential Task List (JETL), Version: 4.0, and its relationships to the Version 3 of the UJTL.
- Australian Joint Task List - Strategic Tasks, Version 6, December 2002.
- NB: The tasks outlined in the US (UJTL), Version 3 and the NATO (NTL) do not have any descriptions included in this database. These task lists have been included for comparison with the UK Joint Essential Task List (JETL).

Appendix G: Joint Experiment 02

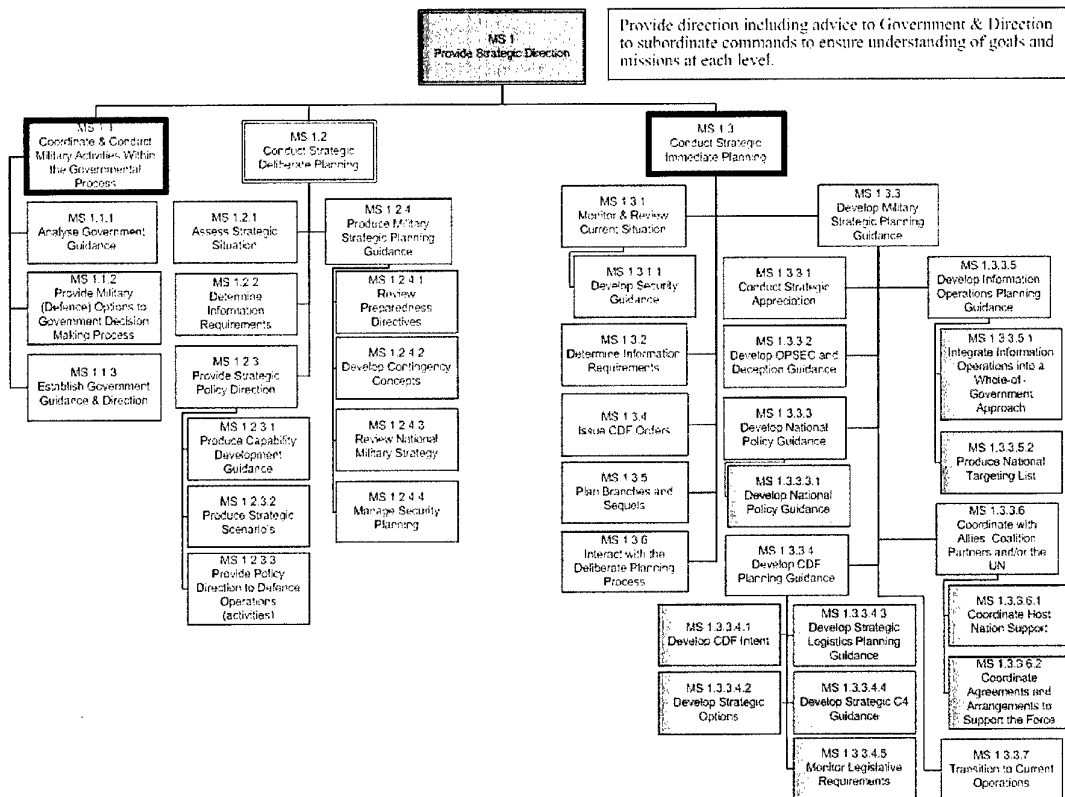


Figure G-1 MS 1: Provide Strategic Direction

Key: Boxes shaded red are those tasks identified during JE 02
Boxes with a red border are those tasks which were implied during JE 02

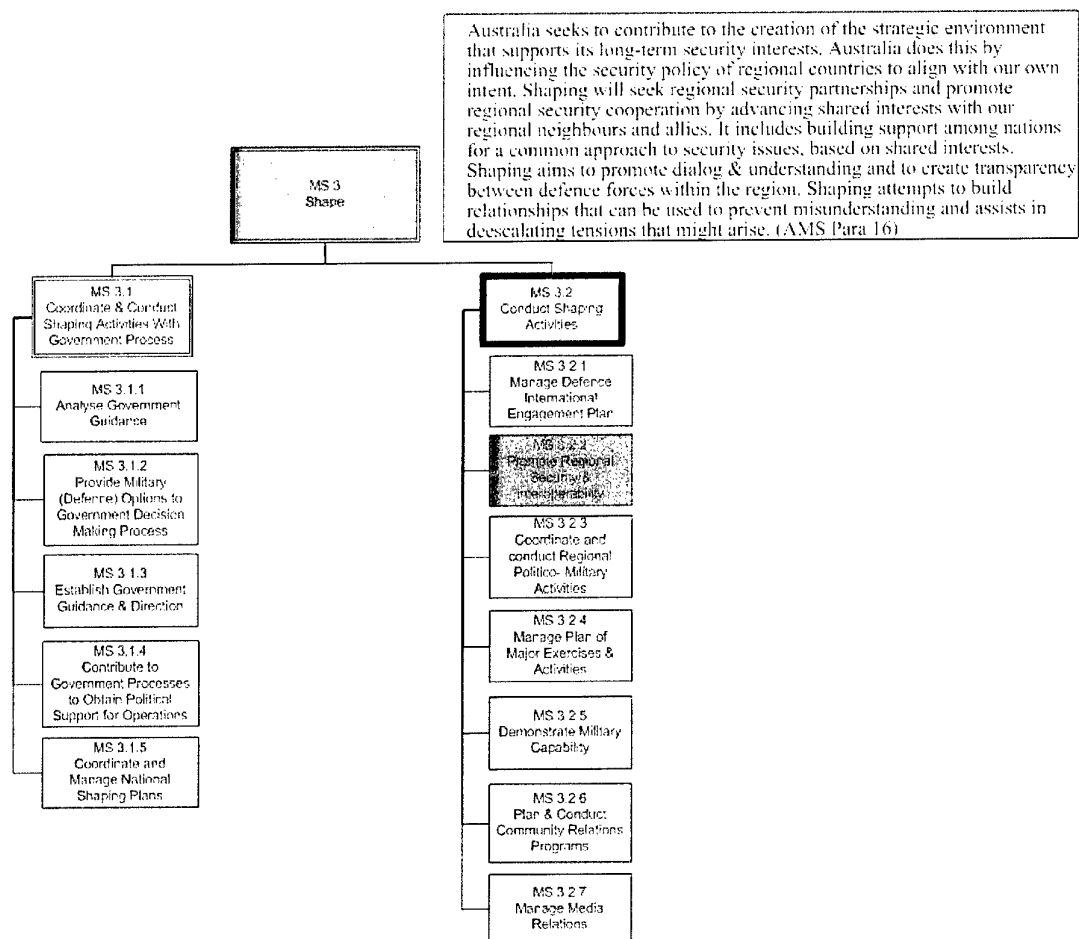


Figure G-2 MS 3: Shape

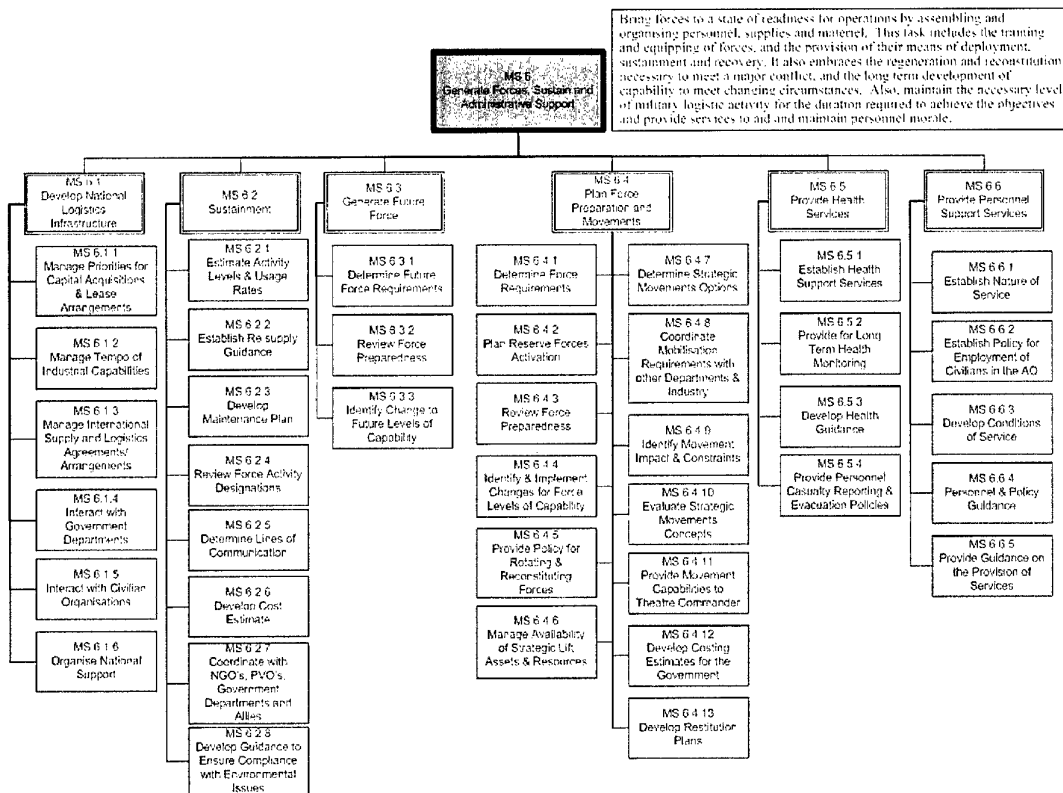


Figure G-3 MS 6: Generate Forces, Sustain and Administrative Support

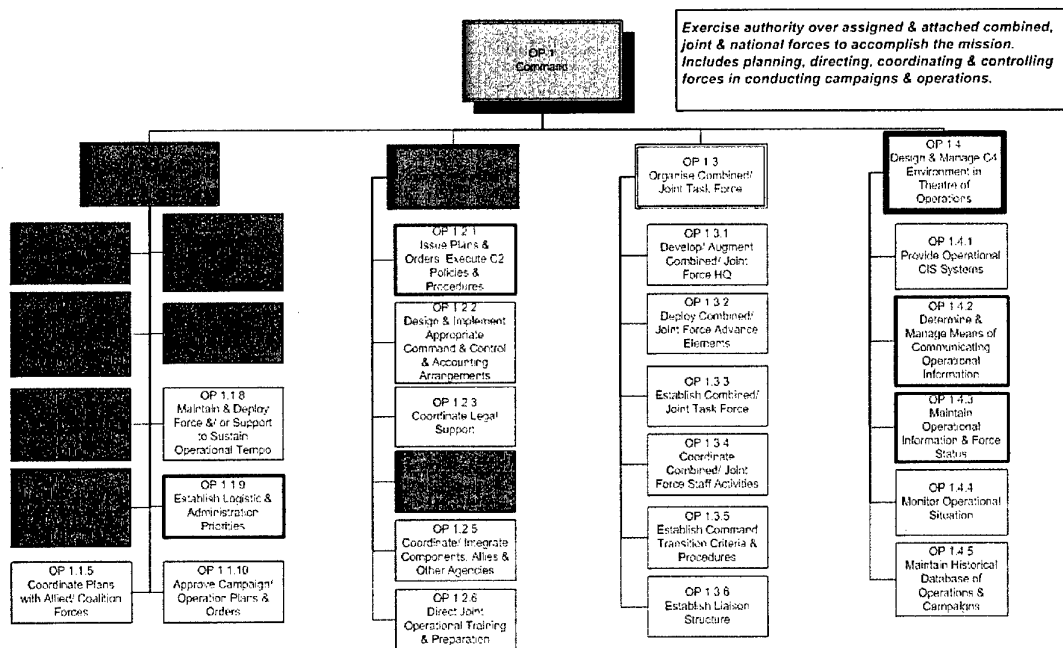


Figure G-4 OP 1: Command

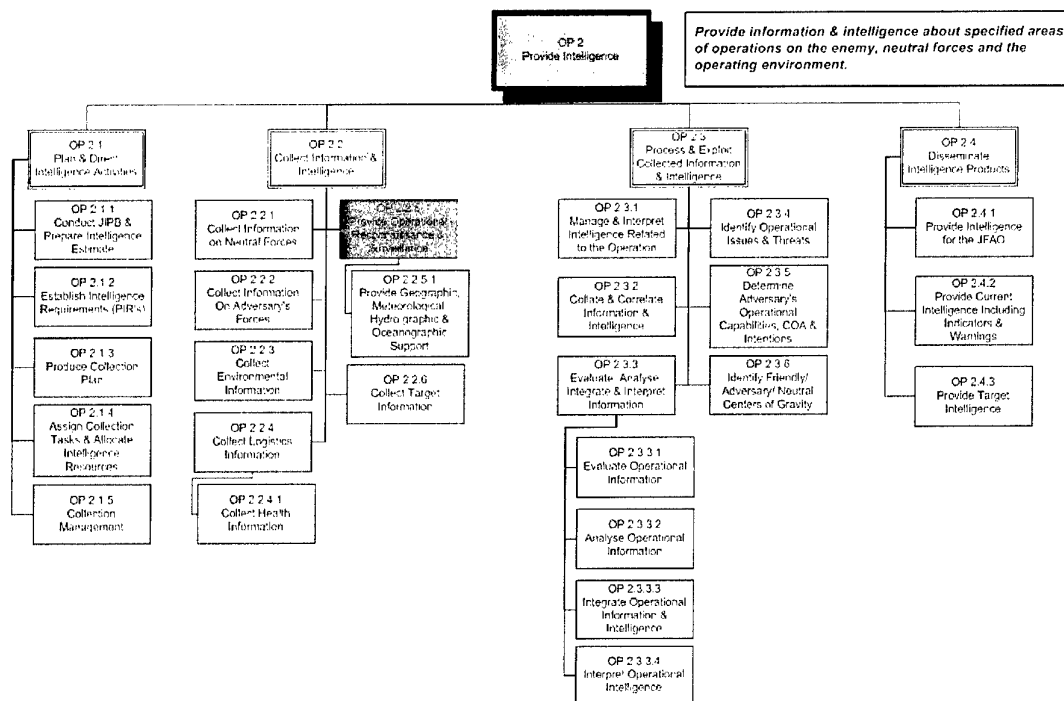


Figure G-5 OP 2: Provide Intelligence

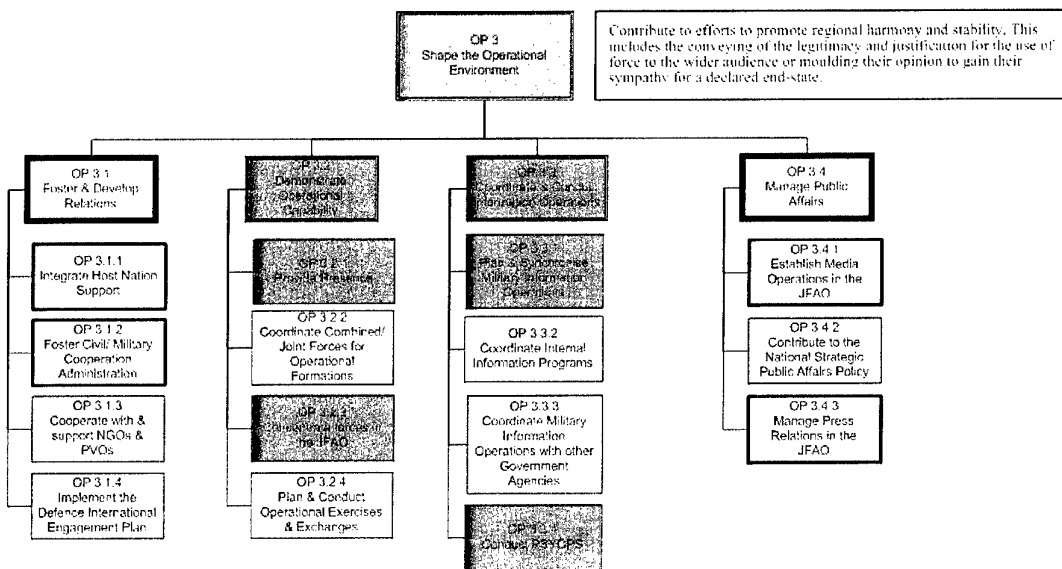


Figure G-6 OP 3: Shape the Operational Environment

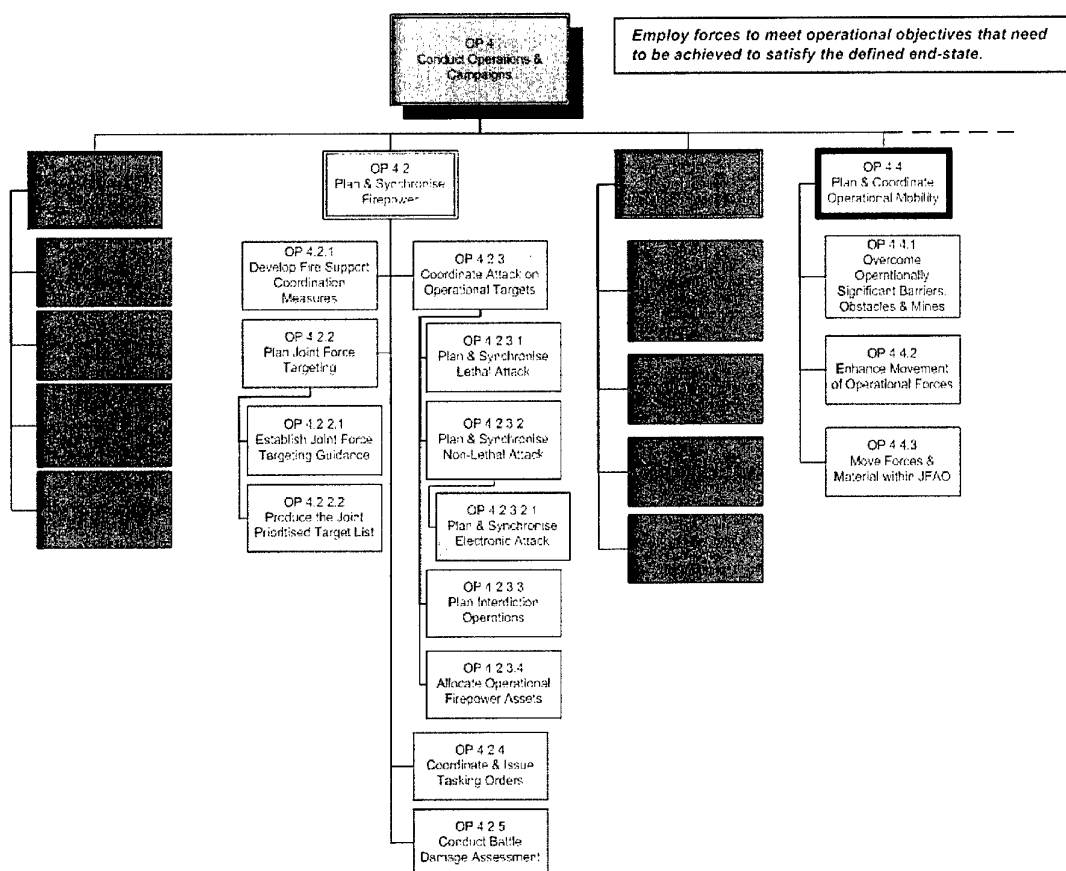


Figure G-7 OP 4: Conduct Operations and Campaigns

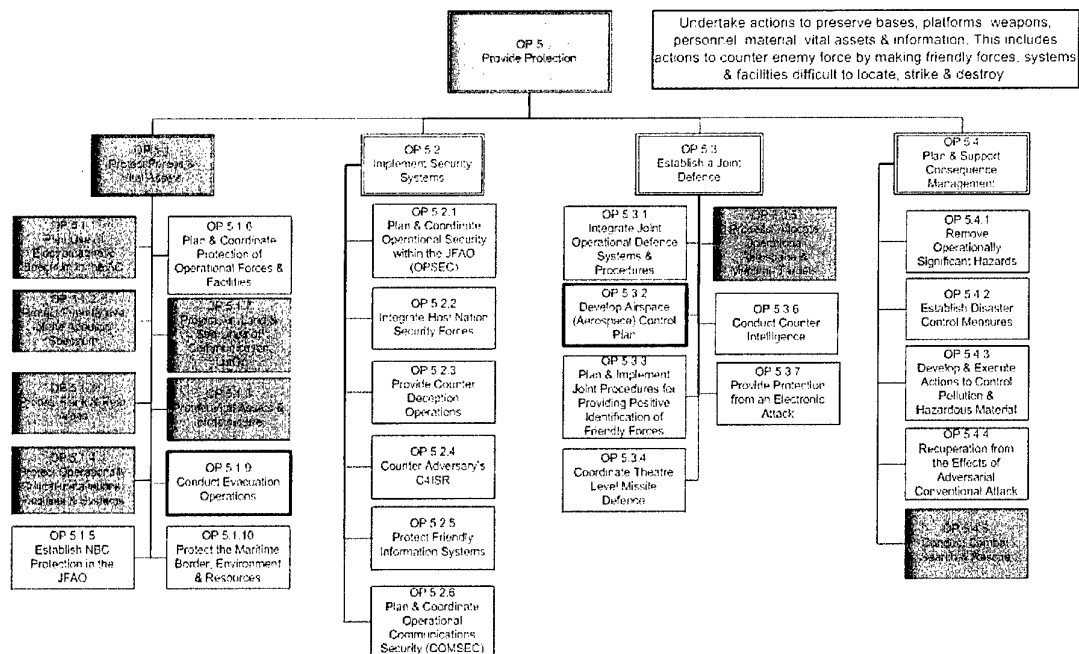


Figure G-8 OP 5: Provide Protection

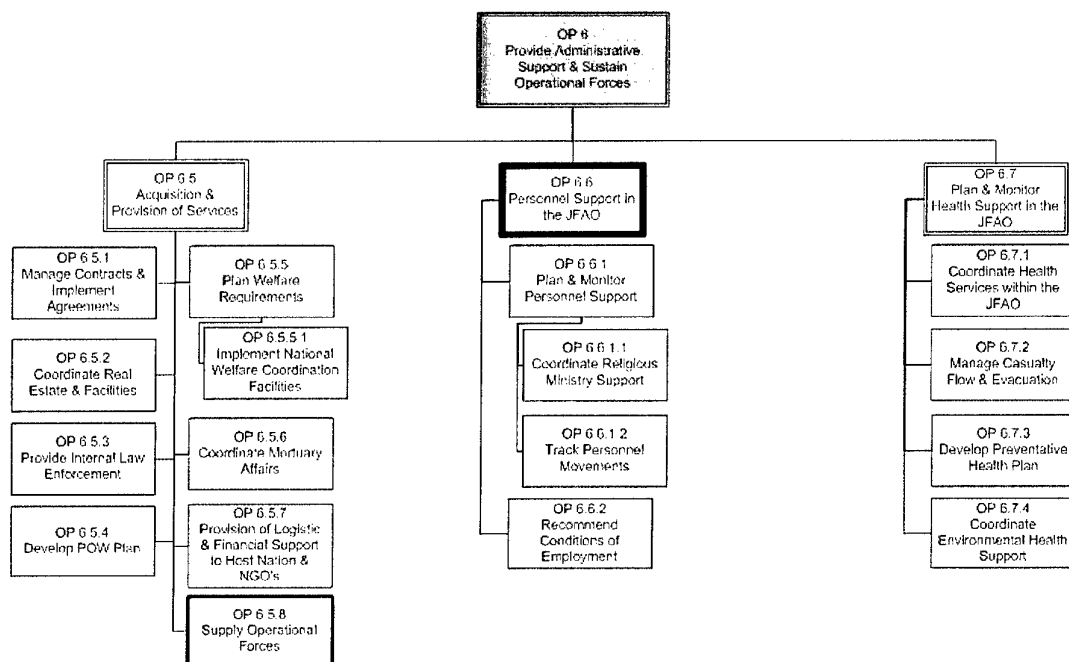


Figure G-9 OP 6: Provide Administrative Support & Sustain Operational Forces

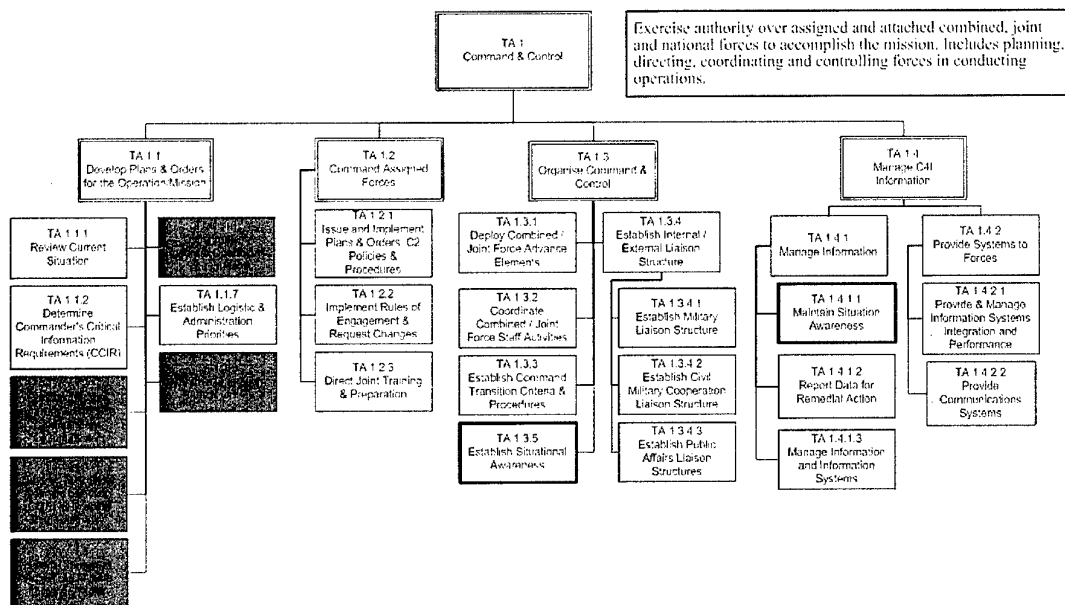


Figure G-10 TA 1: Command & Control

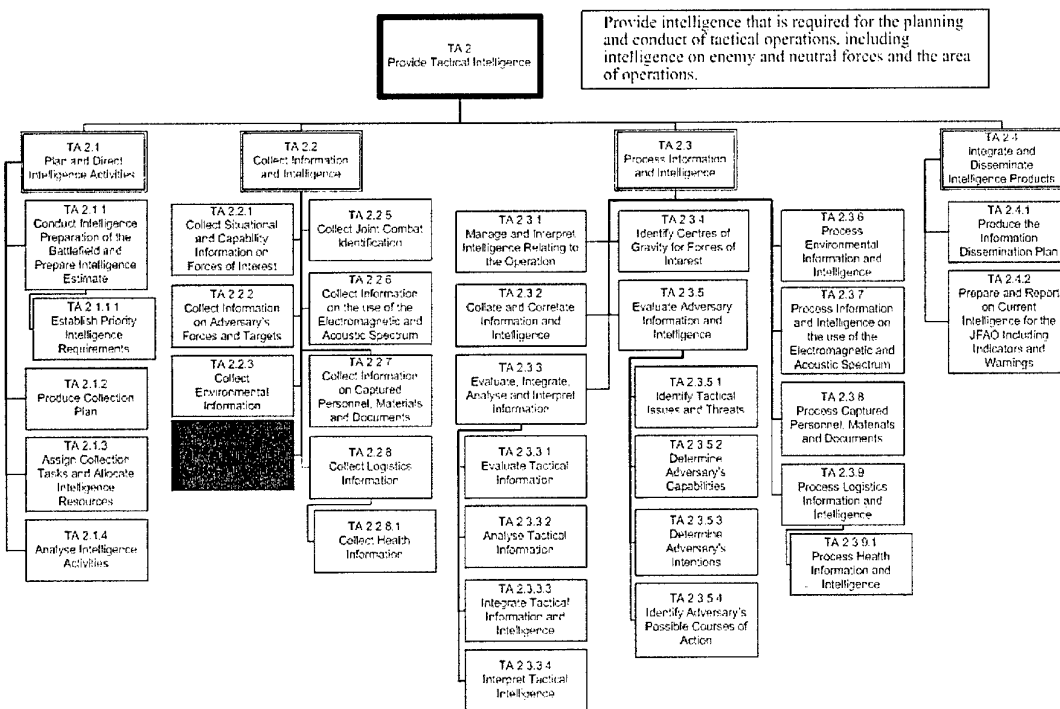


Figure G-11 TA 2: Provide Tactical Intelligence

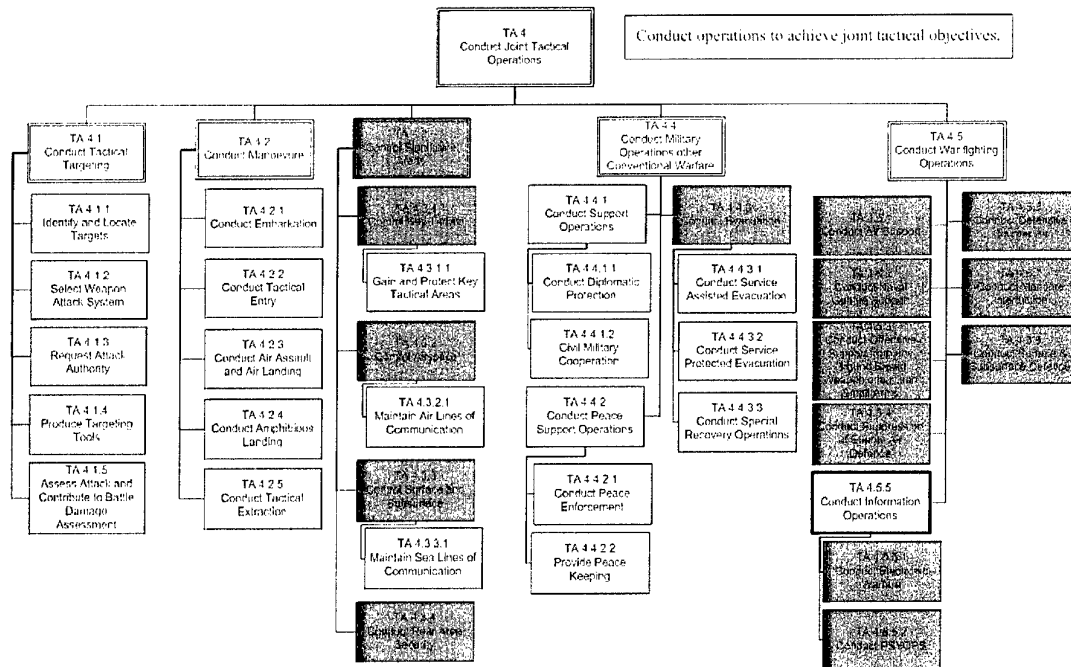


Figure G-12 TA 4: Conduct Joint Tactical Operations

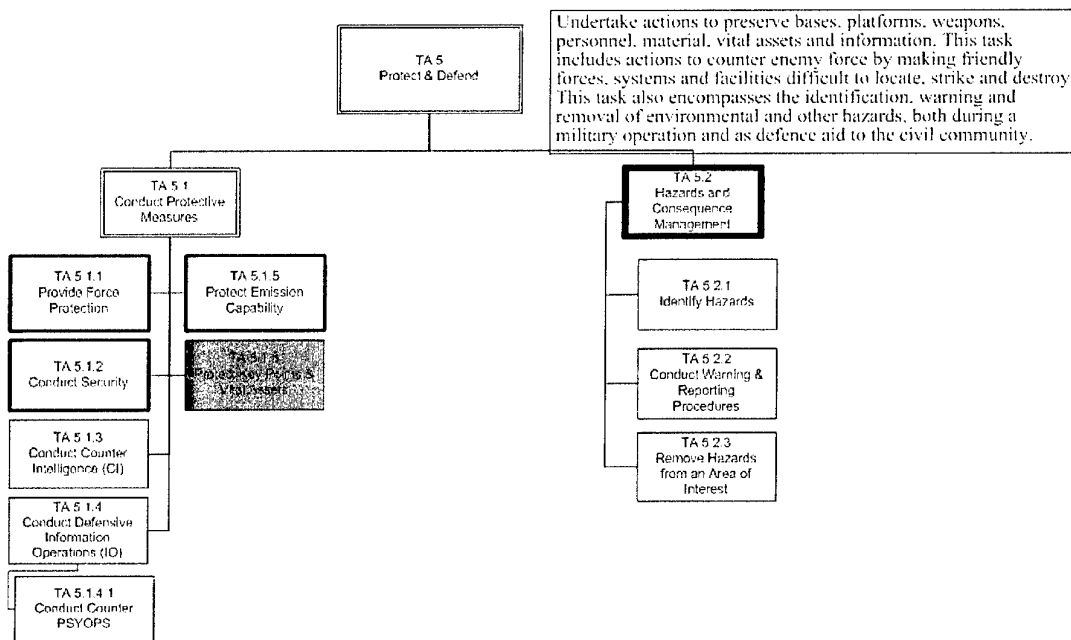


Figure G-13 TA 5: Protect & Defend

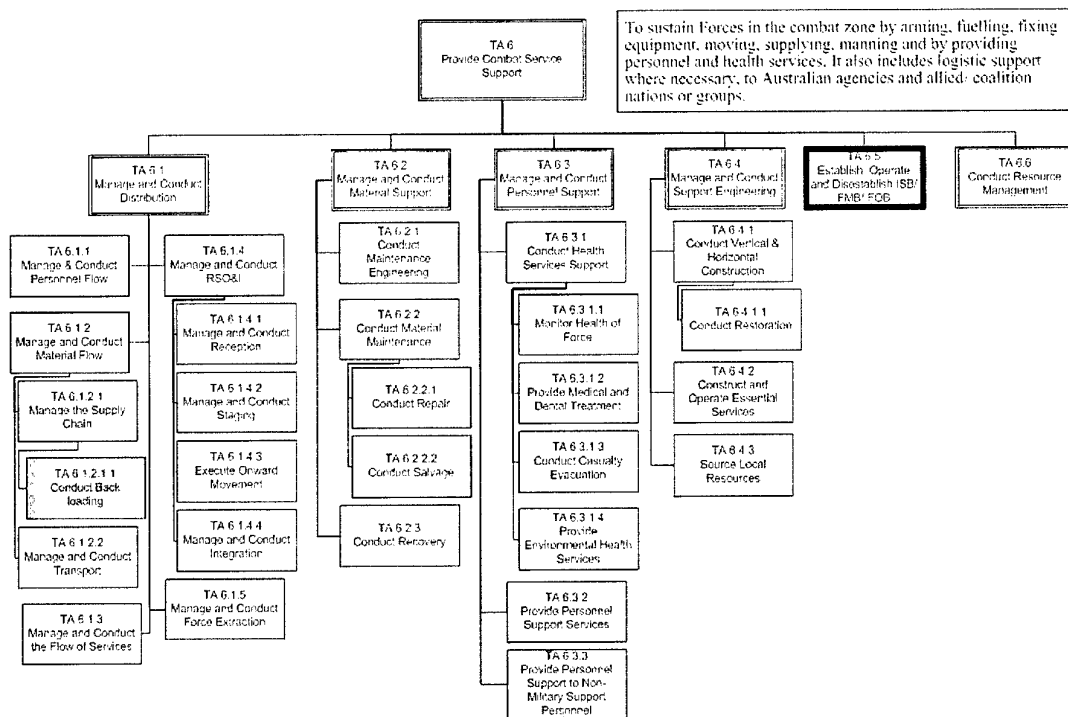


Figure G-14 TA 6: Provide Combat Service Support

Appendix H: Relationships Between the AS JETs

H.1. COMMAND

Immediate Planning

MS 1.3: Conduct Strategic Immediate Planning

OP 1.1: Conduct Campaign/ Operation Planning and Develop Plans and Orders

Monitor Current Operations

MS 1.4.1: Monitor Current Operations

OP 1.1.1: Review Current Situation

TA 1.1.1: Review Current Situation

Determine Information Requirements

MS 1.2.2: Determine Information Requirements.

MS 1.4.2: Determine Information Requirements.

OP 1.1.2: Determine Commander's Critical Information Requirements

TA 1.1.2: Determine Commander's Critical Information Requirements

Conduct Mission Analysis

MS 1.2.4.2: Develop Contingency Concepts.

OP 1.1.3: Conduct Mission Analysis and Produce Commander's Guidance

TA 1.1.3: Conduct Mission Analysis and Produce Commander's Guidance

Develop and Analyse Course of Action

OP 1.1.4: Develop and Analyse Course of Action (COA), and Prepare Staff Estimates

TA 1.1.4: Develop and Analyse Course of Action (COA), and Prepare Staff Estimates

Synchronise Operation and Orders

OP 1.1.7: Synchronise/ Integrate Operations and Orders

TA 1.1.6: Synchronise/ Integrate Operations and Orders

Logistics and Administration Priorities

OP 1.1.9: Establish Logistics and Administration Priorities

TA 1.1.7: Establish Logistics and Administration Priorities

Command Forces

OP 1.2: Command Assigned Forces

TA 1.2: Command Assigned Forces

Issue Plans and Orders

MS 1.3.4: Issue CDF Orders

MS 1.4.4: Issue CDF Orders

OP 1.2.1: Issue Plans and Orders, Execute C2 Policies and Procedures

TA 1.2.1: Issue Plans and Orders, Execute C2 Policies and Procedures

Rules of Engagement

MS 1.3.3.1: Develop National Policy Guidance

MS 1.4.1.2: Manage Rules of Engagement

OP 1.2.4: Implement Rules of Engagement and Request Changes

TA 1.2.2: Implement Rules of Engagement and Request Changes

Coordinate with Allies

MS 1.3.3.3: Develop National Planning Guidance

MS 1.3.3.6: Coordinate with Allies, Coalition Partners and/ or the UN

MS 1.4.3: Coordinate with Allies, Coalition Partners and/ or the UN

OP 1.2.5: Coordinate/ Integrate Components, Allies and Other Agencies

Training and Preparation

OP 1.2.6: Direct Joint Operational Training and Preparation

TA 1.2.3: Direct Joint Operational Training and Preparation

Command Joint Forces

OP 1.3: Organise Combined/ Joint Task Force

TA 1.3: Organise Command and Control

Joint Force Elements

OP 1.3.1: Develop/ Augment Combined/ Joint Force HQ

OP 1.3.2: Deploy Combined/ Joint Force Advance Elements

TA 1.3.1: Deploy Combined/ Joint Force Advance Elements

Joint Force Staff Activities

OP 1.3.3: Establish Combined/ Joint Task Force

TA 1.3.2: Coordinate Combined/ Joint Force Staff Activities

Command Transition

OP 1.3.5: Establish Command Transition Criteria and Procedures

TA 1.3.3: Establish Command Transition Criteria and Procedures

Liaison Structure

OP 1.3.6: Establish Liaison Structure

TA 1.3.4: Establish Internal/ External Liaison Structure

Situation Awareness

OP 1.1.1: Review Current Situation

OP 1.4.4: Monitor Operational Situation

TA 1.3.5: Establish Situation Awareness

TA 1.4.1.1: Maintain Situation Awareness

Design and Manage C4I Environment

OP 1.4: Design and Manage C4 Environment in Theatre of Operations

TA 1.4: Manage C4I Information

Provide Systems

MS 1.5.1: Provide and Manage National Systems for C4I

OP 1.4.1: Provide Operational CIS Systems

TA 1.4.2: Provide Systems to Forces

Manage the Communication of Information

OP 1.4.2: Determine and Manage Means of Communicating Operational Information

TA 1.4.1: Manage Information

TA 1.4.2: Provide Systems to the Forces

Maintain Information

MS 1.5.3: Maintain Strategic Military Information and Force Status

OP 1.4.3: Maintain Operational Information and Force Status

OP 1.4.5: Maintain Historical Database of Operations and Campaigns

TA 1.4.1.3: Manage Information and Information Systems

H.2. INTELLIGENCE

Intelligence Activities

MS 2.1: Plan and Direct Intelligence Activities

OP 2.1: Plan and Direct Intelligence Activities

TA 2.1: Plan and Direct Intelligence Activities

Conduct Joint Intelligence Preparation of the Battlefield (JIPB)

OP 2.1.1: Conduct JIPB and Prepare Intelligence Estimate

TA 2.1.1: Conduct Intelligence Preparation of the Battlefield and Prepare Intelligence Estimate

Priority Information Requirements

MS 2.1.3: Determine Strategic Defence Intelligence Requirements and Priorities

MS 2.1.4: Coordinate Intelligence Exchange with National Intelligence Agencies

OP 2.1.2: Establish Intelligence Requirements

TA 2.1.1.1: Establish Priority Intelligence Requirements

Develop Collection Plan

MS 2.1.5: Coordinate Intelligence Exchange with Allied Intelligence Agencies

MS 2.1.6: Contribute to National Intelligence Collection Plan

OP 2.1.3: Produce Collection Plan

TA 2.1.2: Produce Collection Plan

Assign Collection Tasks and Assign Resources

MS 2.1.7: Allocate Strategic Intelligence Resources

OP 2.1.4: Assign Collection Tasks and Allocate Intelligence Resources

TA 2.1.3: Assign Collection Tasks and Allocate Intelligence Resources

Collection Management

OP 2.1.5: Collection Management

TA 2.1.4: Analyse Intelligence Activities

Collect Information and Intelligence

MS 2.2: Collect Information

OP 2.2: Collect Information and Intelligence

TA 2.2: Collect Information and Intelligence

Collect Information on Neutral Forces

MS 2.2.2: Collect Information Relating to the Operational Environment

OP 2.2.1: Collect Information on Neutral Forces

TA 2.2.1: Collect Situational and Capability Information on Forces of Interest

Collect Information on Adversary's Forces

MS 2.2.3: Collect Information on Capabilities and Orders of Battle of Interest to Australia

OP 2.2.2: Collect Information on Adversary's Forces

TA 2.2.2: Collect Information on Adversary's Forces and Targets

TA 2.2.6: Collect Information on the use of the Electromagnetic and Acoustic Spectrum

Collect Environmental Information

MS 2.2.2: Collect Information Relating to the Operational Environment

OP 2.2.3: Collect Environmental Information

TA 2.2.3: Collect Environmental Information

Collect Logistics Information

MS 2.2.2: Collect Information Relating to the Operational Environment

OP 2.2.4: Collect Logistics Information

TA 2.2.8: Collect Logistics Information

Collect Health Information

MS 2.2.2: Collect Information Relating to the Operational Environment

OP 2.2.4.1: Collect Health Information

TA 2.2.8.1: Collect Health Information

Conduct Reconnaissance and Surveillance

OP 2.2.5: Provide Operational Reconnaissance and Surveillance

TA 2.2.4: Perform Surveillance and Reconnaissance

TA 4.3.1 Control Key Terrain

Provide Geographic, Meteorological, Hydro graphic and Oceanographic Support

MS 2.2.2: Collect Information Relating to the Operational Environment

OP 2.2.5.1: Provide Geographic, Meteorological, Hydro graphic and Oceanographic Support

TA 2.2.3: Collect Environmental Information

Collect Target Information

MS 2.2.4: Collect Information on Potential Targets

OP 2.2.6: Collect Target Information

TA 2.2.2: Collect Information on Adversary's Forces and Targets

Process Information and Intelligence

MS 2.3: Produce Strategic Intelligence

OP 2.3: Process and Exploit Collected Information and Intelligence

TA 2.3: Process Information and Intelligence

Manage and Interpret Intelligence

MS 2.3.1: Produce Strategic Assessments

OP 2.3.1: Manage and Interpret Intelligence Relating to the Operation

TA 2.3.1: Manage and Interpret Intelligence Relating to the Operation

Collate and Correlate Information and Intelligence

OP 2.3.2: Collate and Correlate Information and Intelligence

TA 2.3.2: Collate and Correlate Information and Intelligence

Process Information

MS 2.3.1: Produce Strategic Assessments

MS 2.3.2: Develop and Maintain Databases

MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making

OP 2.3.3: Evaluate, Analyse, Integrate and Interpret Information

TA 2.3.3: Evaluate, Analyse, Integrate and Interpret Information

TA 2.3.6: Process Environmental Information and Intelligence

TA 2.3.7: Process Information and Intelligence on the use of the Electromagnetic and Acoustic Spectrum

TA 2.3.8: Process Captured Personnel, Materials and Documents

TA 2.3.9: Process Logistics Information and Intelligence

Evaluate Information

MS 2.3.1: Produce Strategic Assessments

MS 2.3.2: Develop and Maintain Databases

MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making

OP 2.3.3.1: Evaluate Operational Information

TA 2.3.3.1: Evaluate Tactical Information

Analyse Information

MS 2.3.1: Produce Strategic Assessments
MS 2.3.2: Develop and Maintain Databases
MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making
OP 2.3.3.2: Analyse Operational Information
TA 2.3.3.2: Analyse Tactical Information

Integrate Information

MS 2.3.1: Produce Strategic Assessments
MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making
OP 2.3.3.3: Integrate Operational Information and Intelligence
TA 2.3.3.3: Integrate Tactical Information and Intelligence

Interpret Information

MS 2.3.1: Produce Strategic Assessments
MS 2.3.2: Develop and Maintain Databases
MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making
OP 2.3.3.4: Interpret Operational Intelligence
TA 2.3.3.4: Interpret Tactical Intelligence

Identify Operational Issues and Threats

MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making
OP 2.3.4: Identify Operational Issues and Threats

Identify Adversary's Operational Capabilities, Course of Action and Intentions

MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making
OP 2.3.5: Determine Adversary's Operational Capabilities, Course of Action and Intentions
TA 2.3.4: Identify Centres of Gravity for Forces of Interest
TA 2.3.5.1: Identify Tactical Issues and Threats
TA 2.3.5.2: Determine Adversary's Capabilities
TA 2.3.5.3: Determine Adversary's Intentions
TA 2.3.5.4: Identify Adversary's Possible Courses of Action

Identify Friendly/ Adversary/ Neutral Centres of Gravity

MS 2.3.3: Produce Products to Support Strategic and Operational Decision Making
OP 2.3.6: Identify Friendly/ Adversary/ Neutral Centres of Gravity
TA 2.3.4: Identify Centres of Gravity for Forces of Interest

Disseminate Intelligence

MS 2.3.2: Develop and Maintain Databases
MS 2.4: Disseminate Intelligence
OP 2.4: Disseminate Intelligence Products
TA 2.4: Integrate and Disseminate Intelligence Products

Produce Indicators and Warnings

MS 2.4.2: Produce Indications and Warnings
OP 2.4.2: Provide Current Intelligence Including Indicators and Warnings
TA 2.4.2: Prepare and Report on Current Intelligence for the JFAO, Including Indicators and Warnings

Produce Target Intelligence

MS 2.4.6: Provide Support to Military Operations
OP 2.4.3: Provide Target Intelligence
TA 2.4.2: Prepare and Report on Current Intelligence for the JFAO, Including Indicators and Warnings

H.3. SHAPE

Liaison Structure

OP 1.3.6: Establish Liaison Structure
OP 3.1: Foster and Develop Relations
TA 1.3.4: Establish Internal / External Liaison Structure

Host Nation Support

MS 1.3.3.6.1: Coordinate Host Nation Support
OP 3.1.1: Integrate Host Nation Support

Civil Military Cooperation

OP 3.1.2: Foster Civil / Military Cooperation Administration
TA 1.3.4.2: Establish Civil Military Cooperation Liaison Structure
TA 4.4.1.2: Conduct Civil Military Cooperation

Coordinate with NGOs and PVOs

OP 3.1.3: Coordinate with and Support Non Governmental Organisations and Private Volunteer Organisations
TA 1.3.4.2: Establish Civil Military Cooperation Liaison Structure
TA 4.4.1.2: Conduct Civil Military Cooperation

Defence International Engagement Plan

MS 3.2.1: Manage Defence International Engagement Plan

OP 3.1.4: Implement the Defence International Engagement Plan

Program of Major Service Activities

MS 3.2.4: Manage Plan of Major Exercises and Activities

OP 3.2.4: Plan and Conduct Operational Exercises and Exchanges

Information Operations

MS 1.3.3.5: Develop Information Operations Planning Guidance

MS 1.4.1.3: Monitor Implementation of Information Operations Plan

OP 3.3: Coordinate and Conduct Information Operations

TA 4.5.5: Conduct Information Operations (IO)

Psychological Operations (PSYOPS)

OP 3.3.4: Conduct PSYOPS

TA 4.5.5.2: Conduct Tactical Psychological Operations

TA 5.1.4.1: Conduct Counter PSYOPS

Media Relations and Public Affairs

MS 3.2.7: Manage Media Relations

OP 3.4: Manage Public Affairs

OP 3.4.2: Contribute to the National Strategic Public Affairs Policy

TA 1.3.4.3: Establish Public Affairs Liaison Structure

H.4. CONDUCT

Control Significant Areas

OP 4.1: Control Operationally Significant Environments

TA 4.3: Control Significant Areas

Sea Environment

OP 4.1.1: Control Sea Environment in JFAO

TA 4.3.3: Control Surface and Subsurface

Air Environment

OP 4.1.2: Control Air Environment in JFAO
OP 4.5.4: Plan and Coordinate No-Fly and Exclusion Zones
OP 5.3.2: Develop Air Space (Aerospace) Control Plan
TA 4.5.6: Conduct Defensive Counter Air

Land Environment

OP 4.1.3: Identify and Control Operationally Significant Land Areas
TA 4.3.1: Control Key Terrain
TA 4.3.4: Conduct Rear Area Security
TA 5.1.6: Protect Key Points and Vital Assets

Targeting

MS 1.3.3.5.2: Produce National Targeting List
OP 4.2.2: Plan Joint Force Targeting
TA 4.1: Conduct Tactical Targeting

Electronic Warfare

OP 4.2.3.2.1: Plan and Synchronise Electronic Attack
TA 4.5.5.1: Conduct Electronic Warfare
TA 5.1.5: Protect Emission Capability

Battle Damage Assessment

OP 4.2.5: Conduct Battle Damage Assessment
TA 4.1.5: Assess Attack and Contribute to Battle Damage Assessment

Manoeuvre

OP 4.3: Synchronise Operational Manoeuvre
TA 4.2: Conduct Manoeuvre

Offensive Manoeuvre

OP 4.3.2: Coordinate Offensive Operations
TA 4.2.2: Conduct Tactical Entry
TA 4.2.3: Conduct Air Assault and Air Landing
TA 4.2.4: Conduct Amphibious Landing

Defensive Manoeuvre

OP 4.3.3: Coordinate Defensive Operations

TA 4.2.5: Conduct Tactical Extraction

Deception

MS 1.3.3.2: Develop OPSEC and Deception Guidance

OP 4.3.4: Establish and Conduct Deception Operations

Engineering to Enhance Movement of Operational Forces

OP 4.4.2: Enhance Movement of Operational Forces

TA 6.4.1: Conduct Vertical and Horizontal Construction

Employment of Sanctions

OP 4.5.3: Plan and Coordinate Sanctions and Embargoes

OP 4.7.12: Orchestrate the Enforcement of Sanctions

TA 4.4.2.1: Conduct Peace Enforcement

Military Operations Other than Conventional Warfare

MS 3.2.2: Promote Regional Security and Interoperability

OP 4.6: Plan and Coordinate Non Warfighting Activities

TA 4.4: Conduct Military Operations Other than Conventional Warfare

Defence Force Aid to the Civil Authority (DFACA)

OP 4.6.1: Provide Defence Force Aid to the Civil Authority (DFACA)

TA 4.4.2: Conduct Peace Support Operations

Defence Force Aid to the Civil Community (DACC)

OP 4.6.2: Provide Defence Force Aid to the Civil Community (DACC)

TA 4.4.2: Conduct Peace Support Operations

Conduct Non-Combat Search and Rescue

OP 4.6.3: Conduct Non-Combat Search and Rescue

TA 4.4.2: Conduct Peace Support Operations

Humanitarian Operations

OP 4.6.4: Coordinate Military Operations for Foreign Disaster Relief and Humanitarian Aid

OP 4.7.5: Plan and Coordinate the Provision of Humanitarian Relief

OP 4.7.8: Plan and Coordinate Support to Protect Humanitarian Operations and Human Rights

TA 4.4.2: Conduct Peace Support Operations

Border Protection

OP 4.6.5: Conduct Maritime Border, Environmental and Resource Protection Operations

TA 4.4.2: Conduct Peace Support Operations

Peace Support

OP 4.7: Plan and Coordinate Peace Support

TA 4.4.2: Conduct Peace Support Operations

Peace Keeping

OP 4.7.1: Establish and Coordinate Peacekeeping Infrastructure

OP 4.7.2: Plan and Coordinate the Supervision of Truces and Cease Fires

OP 4.7.3: Plan and Coordinate the Provision of Transition Assistance

OP 4.7.4: Plan and Coordinate Support for Demobilisation and Disarmament

TA 4.4.2.2: Provide Peace Keeping

Peace Enforcement

OP 4.7.6: Plan and Coordinate Peace Enforcement Operations

TA 4.4.2.1: Conduct Peace Enforcement

Restore Law and Order

OP 4.7.7: Support the Restoration of Law and Order

TA 4.4.2.1: Conduct Peace Enforcement

Coordinate Support to Contain Conflict

OP 4.7.9: Plan and Coordinate Support to Contain Conflict

TA 4.4.2.1: Conduct Peace Enforcement

Establish and Supervise Safe Areas

OP 4.7.10: Plan and Coordinate the Establishment and Supervision of Protected or Safe Areas

TA 4.4.2: Conduct Peace Support Operations

Deny Movement

OP 4.7.11: Plan and Coordinate Actions to Guarantee or Prevent Movement

TA 4.4.2.1: Conduct Peace Enforcement

H.5. PROTECT

Force Protection

OP 5.1: Protect Forces and Vital Assets

TA 5.1: Conduct Protective Measures

Protect Emissions

OP 5.1.1: Plan Use of Electromagnetic Spectrum in the Area of Operations

TA 5.1.5: Protect Emission Capability

Protect Acoustics

OP 5.1.2: Protect Friendly Use of the Acoustic Spectrum

TA 5.1.5: Protect Emission Capability

Protect Personnel

OP 5.1.3: Protect Flank and Rear Areas

OP 5.1.6: Plan and Coordinate Protection of Operational Forces and Facilities

TA 2.2.5: Collect Joint Combat Identification

TA 5.1.1: Provide Force Protection

Protect Operationally Critical Facilities, Infrastructure and Vital Assets

OP 5.1.4: Protect Operationally Critical Installations, Facilities and Systems

OP 5.1.6: Plan and Coordinate Protection of Operational Forces and Facilities

OP 5.1.8: Protect Vital Assets and Infrastructure

TA 5.1.1: Provide Force Protection

TA 5.1.2: Conduct Security

TA 5.1.3: Conduct Counter Intelligence

TA 5.1.6: Protect Key Points and Vital Assets

NBC Protection and Consequence Management

OP 5.1.5: Establish NBC Protection within the JFAO

OP 5.4: Plan and Support Consequence Management

TA 5.1.1: Provide Force Protection

TA 5.2: Hazards and Consequence Management

Lines of Communication

MS 6.2.5: Determine Lines of Communication

OP 4.3.3: Coordinate Defensive Operations

OP 5.1.7: Protect Air, Land and Sea Lines of Communication
OP 6.3.1: Determine and Establish Lines of Communication (LofC)
TA 4.3.1.1: Gain and Protect Key Tactical Areas
TA 4.3.2.1: Maintain Air Lines of Communication
TA 4.3.3.1: Maintain Sea Lines of Communication

Evacuation

OP 5.1.9: Conduct Evacuation Operations
TA 4.4.3: Conduct Evacuation

Security

OP 5.2: Implement Security Systems
TA 5.1.2: Conduct Security

Operational Security

MS 1.3.3.2: Develop OPSEC and Deception Guidance
OP 5.2.1: Plan and Coordinate Operational Security within the JFAO (OPSEC)
TA 5.1.2: Conduct Security

C4ISR

OP 5.2.4: Counter Adversary's C4ISR
TA 5.1.3: Conduct Counter Intelligence

Communications Security (COMSEC)

OP 5.2.6: Plan and Coordinate Operational Communications Security (COMSEC)
TA 5.1.2: Conduct Security

Protect Friendly Information Systems

OP 5.2.5: Protect Friendly Information Systems
TA 5.1.2: Conduct Security

Conduct Defence

OP 5.3: Establish a Joint Defence
TA 4.5.6: Conduct Defensive Counter Air
TA 4.5.7: Conduct Maritime Interdiction
TA 4.5.8: Surface and Subsurface Defence

Control Airspace

OP 5.3.2: Develop Air Space (Aerospace) Control Plan
TA 4.3.2: Control Air Space

Friendly Force Identification

OP 5.3.3: Plan and Implement Joint Procedures for Providing Positive Identification of Friendly Forces
TA 2.2.5: Collect Joint Combat Identification
TA 5.1.1: Provide Force Protection

Allocate Targets

OP 5.3.5: Process/ Allocate Operational Aerospace and Maritime Targets
TA 4.1.1: Identify and Locate Targets

Counter Intelligence

OP 5.3.6: Conduct Counter Intelligence
TA 5.1.3: Conduct Counter Intelligence

Electronic Warfare

OP 5.3.7: Provide Protection from Electronic Attack
TA 4.5.5.1: Conduct Electronic Warfare
TA 5.1.5: Protect Electronic Emission Capability

Remove Hazards

OP 5.4.1: Remove Operationally Significant Hazards
TA 5.2.3: Remove Hazards from an Area of Interest

Pollution and Hazardous Material

MS 6.2.8: Develop Guidance to Ensure Compliance with Environmental Issues
OP 5.4.3: Develop and Execute Actions to Control Pollution and Hazardous Material
TA 5.2.3: Remove Hazards from an Area of Interest

Disaster Control

OP 5.4.2: Establish Disaster Control Measures
TA 5.2: Hazards and Consequence Management

H.6. SUSTAIN

Cost Estimate

MS 6.2.6: Develop Cost Estimate
MS 6.4.12: Developing Costing Estimates for the Government
OP 6.1.1: Track and Manage Incurred Expenses

Administration and Logistics Planning

MS 1.3.3.4.3: Develop Strategic Logistics Planning Guidance
MS 1.4.1.4: Monitor Implementation of the Logistics Plan
MS 6.2.2: Establish Resupply Guidance
MS 6.4.1: Determine Force Requirements
OP 1.1.9: Establish Logistic and Administration Priorities
OP 6.1.2: Conduct Administration Appreciation

Bases

MS 6.2.2: Establish Resupply Guidance
OP 6.1.3: Determine Basing Concept
TA 6.5: Establish, Operate and Disestablish Interim Staging Bases, Forward Mounting Bases and Forward Operating Bases

Administration Support

MS 6.2.2: Establish Resupply Guidance
OP 6.1.4: Arrange and Provide Administrative Support
TA 6.1: Manage and Conduct Distribution

Maintenance

MS 6.2.2: Establish Resupply Guidance
MS 6.2.3: Develop Maintenance Plan
OP 6.1.5: Develop and Manage Maintenance Concept and Plan
TA 6.2: Manage and Conduct Material Support

Battle Damage Repair Provisions

OP 6.1.5.1: Determine Battle Damage Repair Provisions
TA 6.2: Manage and Conduct Material Support

Stockholding Policy

MS 6.2.2: Establish Resupply Guidance

OP 6.1.6: Develop a Stockholding Policy
TA 6.1.2.1: Manage the Supply Chain

Sustainment Plan

MS 6.2.1: Estimate Activity Levels and Usage Rates
OP 6.1.7: Develop and Monitor Sustainment Plan

International Supply and Logistics Agreements

MS 1.3.3.6: Coordinate with Allies, Coalition Partners and / or the UN
MS 1.4.1.5: Monitor Agreements and Arrangements to Support the Force
MS 6.1.3: Manage International Supply and Logistics Agreements/ Arrangements
OP 3.1.1: Integrate Host Nation Support
OP 6.1.9: Establish Support with Host Nation, other Defence Forces and Non - Governmental Organisations
OP 6.5.7: Provision of Logistic and Financial Support to Host Nation and Non - Governmental Organisations

Interact with Civilian Organisations

MS 6.1.5: Interact with Civilian Organisations
OP 3.1.2: Foster Civil / Military Cooperation Administration
OP 3.1.3: Cooperate with and Support Non - Governmental Organisations and Private Volunteer Organisations
OP 6.1.9: Establish Support with Host Nation, other Defence Forces and Non - Governmental Organisations

Interact with Government Departments

MS 6.1.4: Interact with Government Departments
OP 1.2.5: Coordinate/ Integrate Components, Allies and other Agencies
OP 6.1.9: Establish Support with Host Nation, other Defence Forces and Non - Governmental Organisations

Personnel

OP 6.1.10: Develop and Monitor Personnel Plan
TA 6.3: Manage and Conduct Personnel Support

Movement

MS 6.4.9: Identify Movement Impact and Constraints
OP 6.1.11: Develop and Manage Movement Plan
TA 6.1.1: Manage and Conduct Personnel Flow

TA 6.1.4: Manage and Conduct Reception, Staging, Onforward Movement and Integration

Management of the Supply Chain

OP 6.2: Management of the Supply Chain

TA 6.1.2.1: Manage the Supply Chain

Information Systems

OP 1.4.1: Provide Operational Communications and Information Systems

OP 6.2.1: Establish Logistics Information Systems and Processes

TA 1.4.1.3: Manage Information and Information Systems

TA 1.4.2.1: Manage Information Systems Integration and Performance

Situational Awareness

MS 1.4.1: Monitor Current Operations

OP 1.4.3: Maintain Operational Information and Force Status

OP 1.4.4: Monitor Operational Situation

OP 6.2.2: Report on Situational Awareness

TA 1.3.5: Establish Situation Awareness

TA 1.4.1.1: Maintain Situation Awareness

Reception, Staging, On Forward Movement and Integration (RSOI)

MS 6.4.7: Determine Strategic Movement Options

OP 6.3: Organise Reception, Staging, On Forward Movement and Integration

TA 6.1.4: Manage and Conduct Reception, Staging, On Forward Movement and Integration

Reception

OP 6.3.2: Receive Personnel, Materials and Equipment

TA 6.1.4.1: Manage and Conduct Reception

Staging

OP 6.3.3: Assemble Personnel, Equipment and Material at Staging Areas

TA 6.1.4.2: Manage and Conduct Staging

Force Preparation and Movements

MS 6.4: Plan Force Preparation and Movements

OP 6.3.4: Establish Movement Priorities

OP 6.3.5: Execute Movements in Accordance with Priorities

TA 6.1.4.3: Execute Onward Movement

Monitor Flow

OP 6.3.6: Monitor Flow

TA 6.1.2: Manage and Conduct Material Flow

TA 6.1.3: Manage and Conduct the Flow of Services

Integration

OP 6.3.8: Integrate Units

TA 6.1.4.4: Manage and Conduct Integration

Strategic Lift Assets and Resources

MS 6.4.6: Manage Availability of Strategic Lift Assets and Resources

OP 6.3.9: Conduct Movement Instruction and Obtain Strategic Lift Assets

Equipment Repair Policy

MS 6.2.2: Establish Resupply Guidance

OP 6.4.1: Establish Equipment Repair Policies

Provision of Services

MS 6.6.5: Provide Guidance on the Provision of Services

OP 6.5: Acquisition and Provision of Services

TA 6.1.3: Manage and Conduct the Flow of Services

TA 6.3.2: Provide Personnel Support Services

TA 6.3.3: Provide Personnel Support to Non-Military Support Personnel

Civilian Employment Policy

MS 6.6.2: Establish Policy for Employment of Civilians in the AO

OP 6.5.1: Manage Contract and Implement Agreements

Coordinate Real Estate and Facilities

MS 6.2.8: Develop Guidance to Ensure Compliance with Environmental Issues

OP 6.5.2: Coordinate Real Estate and Facilities

Contractor Support

MS 6.6.5: Provide Guidance on the Provision of Services

OP 6.5.1: Manage Contract and Implement Agreements

TA 6.3.3: Provide Personnel Support to Non-Military Support Personnel

Manage Welfare

OP 6.5.5: Plan Welfare Requirements
TA 6.3.2: Provide Personnel Support Services

Mortuary Affairs

OP 6.5.6: Coordinate Mortuary Affairs
TA 6.3.2: Provide Personnel Support Services

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OP 6.5.8: Supply Operational Forces
TA 6.1.2: Manage and Conduct Material Flow

Personnel Support

MS 6.6: Provide Personnel Support Services
MS 6.6.4: Provide Personnel Policy and Guidance
OP 6.6: Personnel Support in the JFAO
TA 6.3.2: Provide Personnel Support Services
TA 6.3.3: Provide Personnel Support to Non-Military Support Personnel

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MS 6.4.5: Provide Policy for Rotating and Reconstituting Forces
MS 6.6.1: Establish Nature of Service
OP 6.6.1: Plan and Monitor Personnel Support
TA 6.3.2: Provide Personnel Support Services
TA 6.3.3: Provide Personnel Support to Non-Military Support Personnel

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MS 6.6.3: Develop Conditions of Service
OP 6.6.2: Recommend Conditions of Service
TA 6.3.2: Provide Personnel Support Services
TA 6.3.3: Provide Personnel Support to Non-Military Support Personnel

Health Support Services

MS 6.5.1: Establish Health Support Services
OP 6.7.1: Coordinate Health Services within the JFAO
TA 6.3.1: Conduct Health Service Support

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MS 6.5.4: Provide Personnel Casualty Reporting and Evacuation Policies

OP 6.7.2: Manage Casualty Flow and Evacuation

TA 6.3.1.3: Conduct Casualty Evacuation

Health Plan

MS 6.5.2: Provide for Long Term Health Monitoring

OP 6.7.3: Develop Preventative Health Plan

TA 6.3.1.1: Monitor Health of Force

TA 6.3.1.2: Provide Medical and Dental Treatment

Environmental Health Support

OP 6.7.4: Coordinate Environmental Health Support

TA 6.3.1.4: Provide Medical and Dental Treatment

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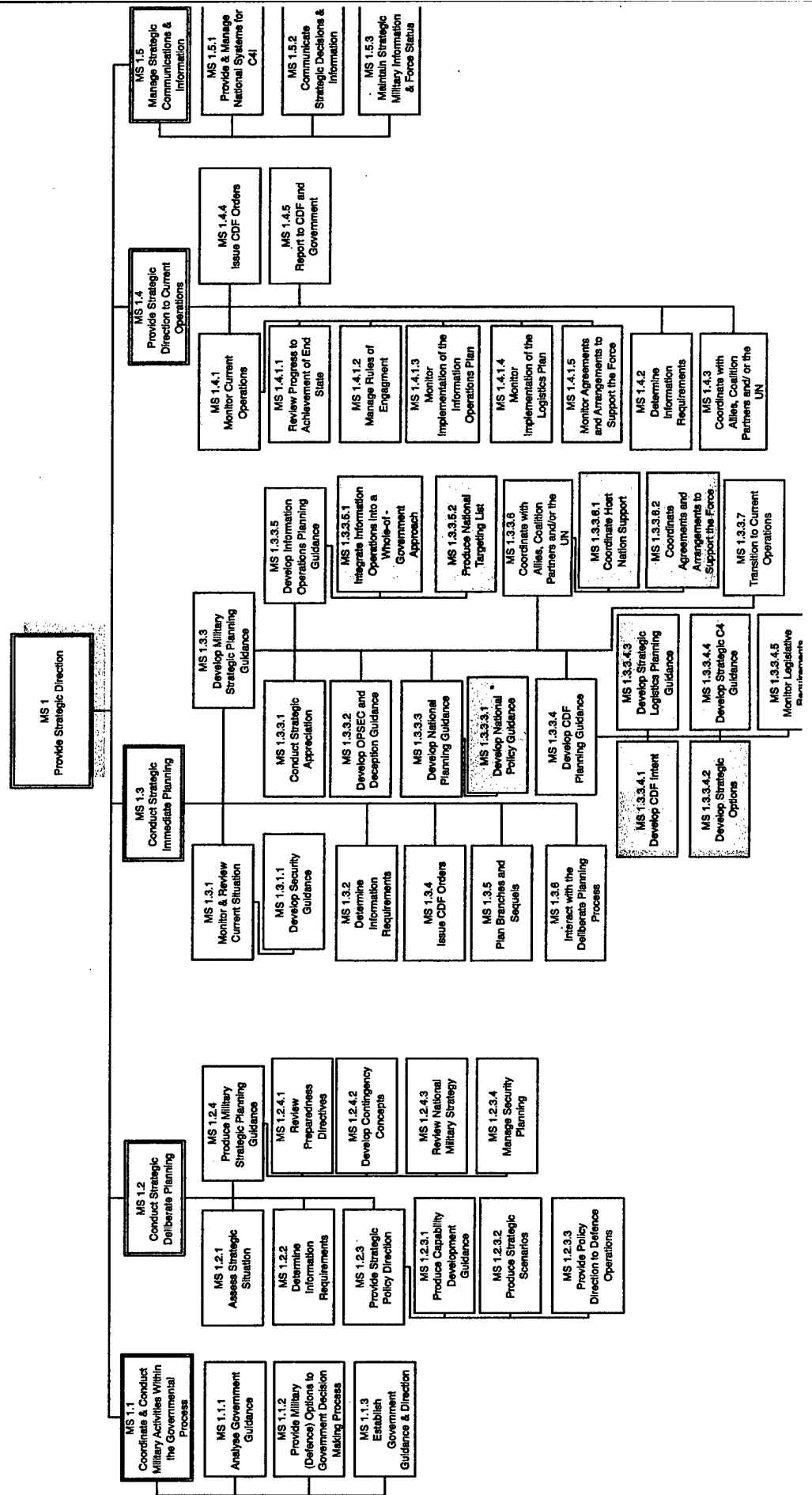
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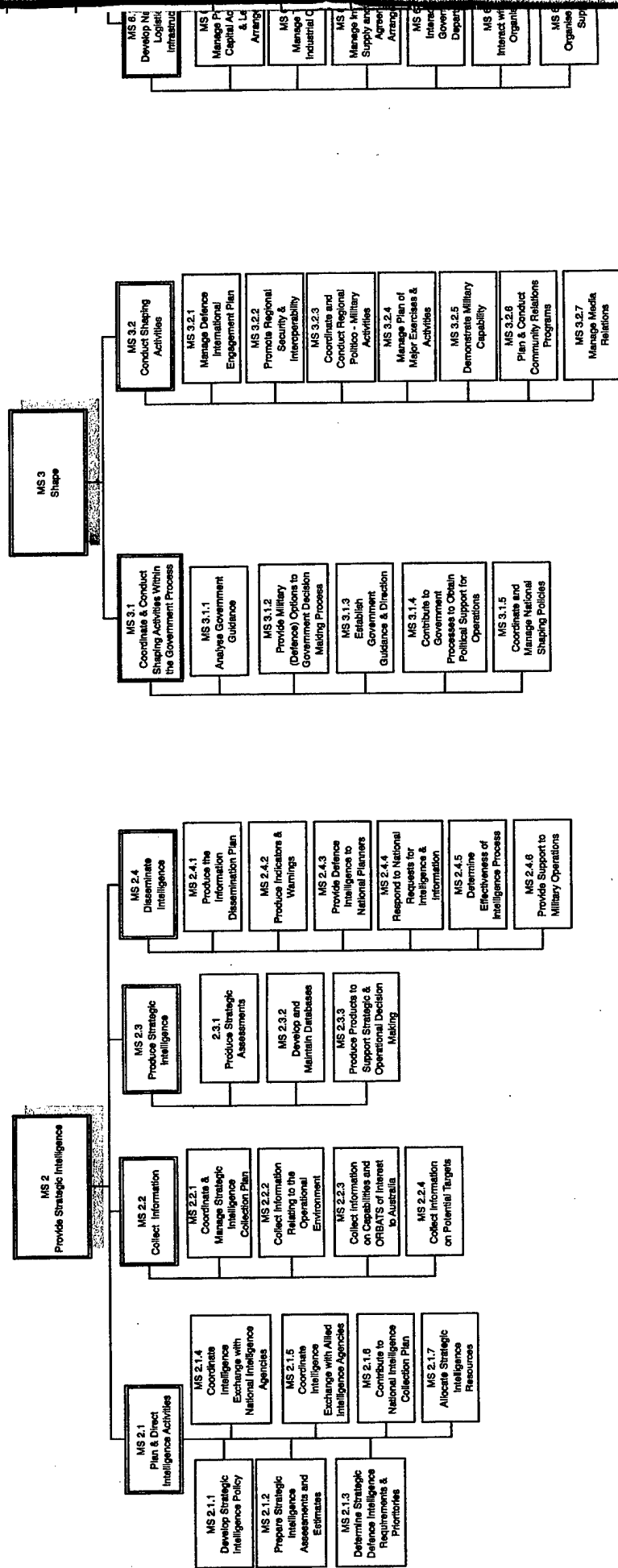
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19. ABSTRACT This document describes the main activities that were conducted under the Defence Science and Technology Organisation's Joint Warfare Capability Assessment task (JNT 01/003). The document provides information to support the future development and use of the Australian Joint Essential Tasks (AS JETs). A key activity was the ADF/ DSTO collaborative development of a complete Australian Task List, as a means to offer a context for the evaluation of the Program of Major Service Activities (PMSA). This report also articulates the potential role of the AS JETs to offer a joint context for force preparedness, the Defence Capability Program (DCP) and linking areas of ADF commonality with allied forces in coalition activities.					

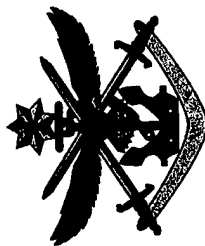


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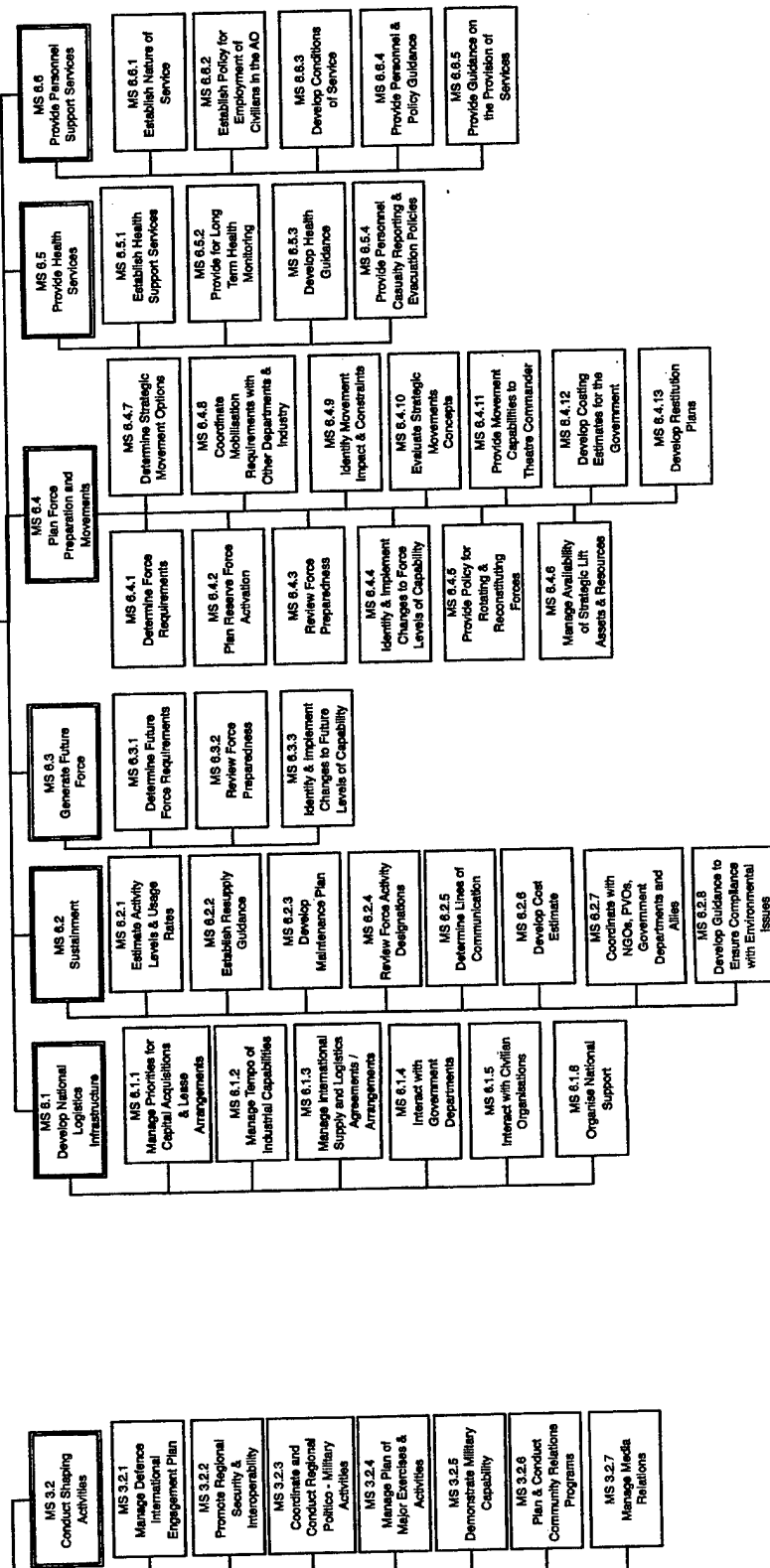


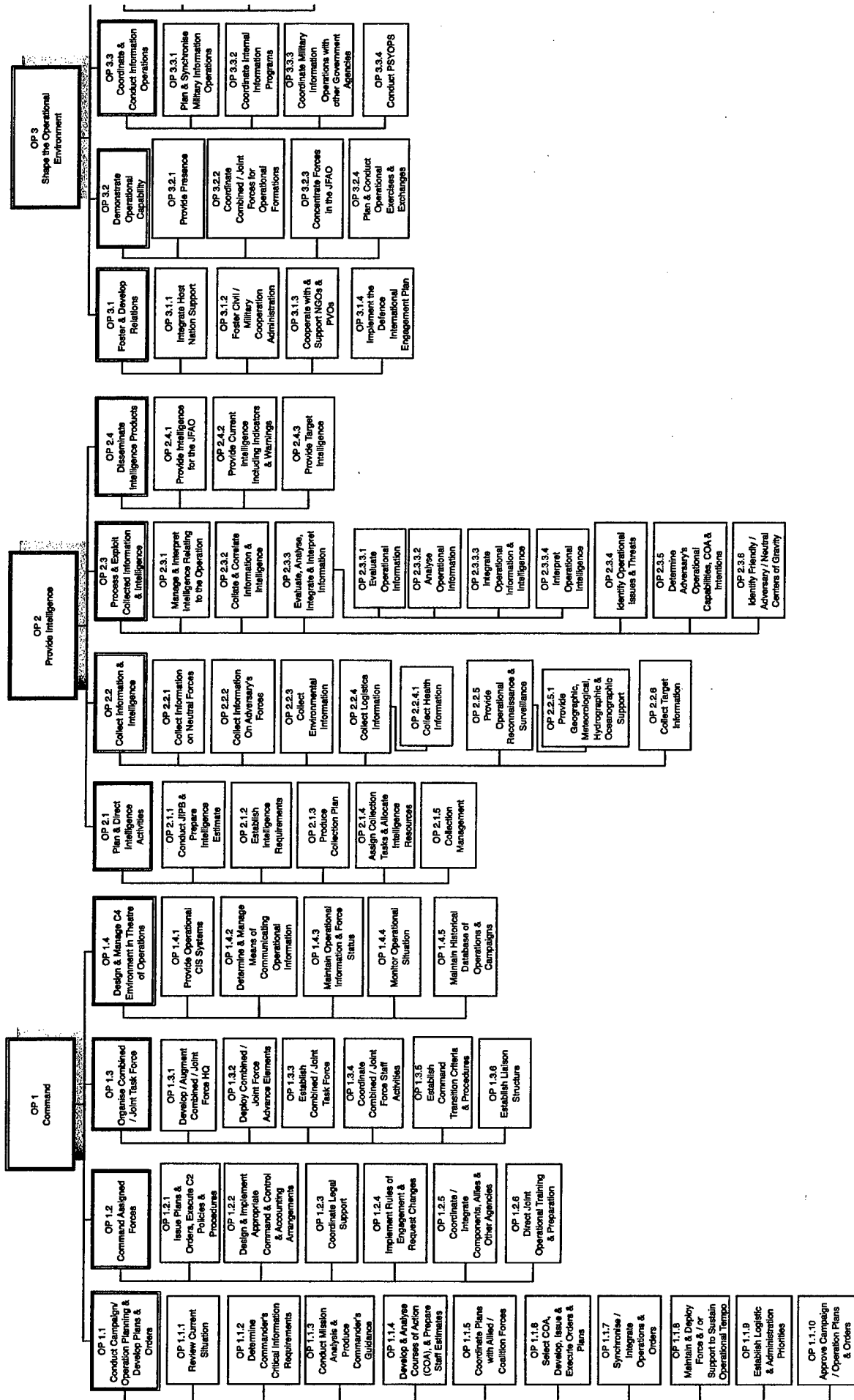
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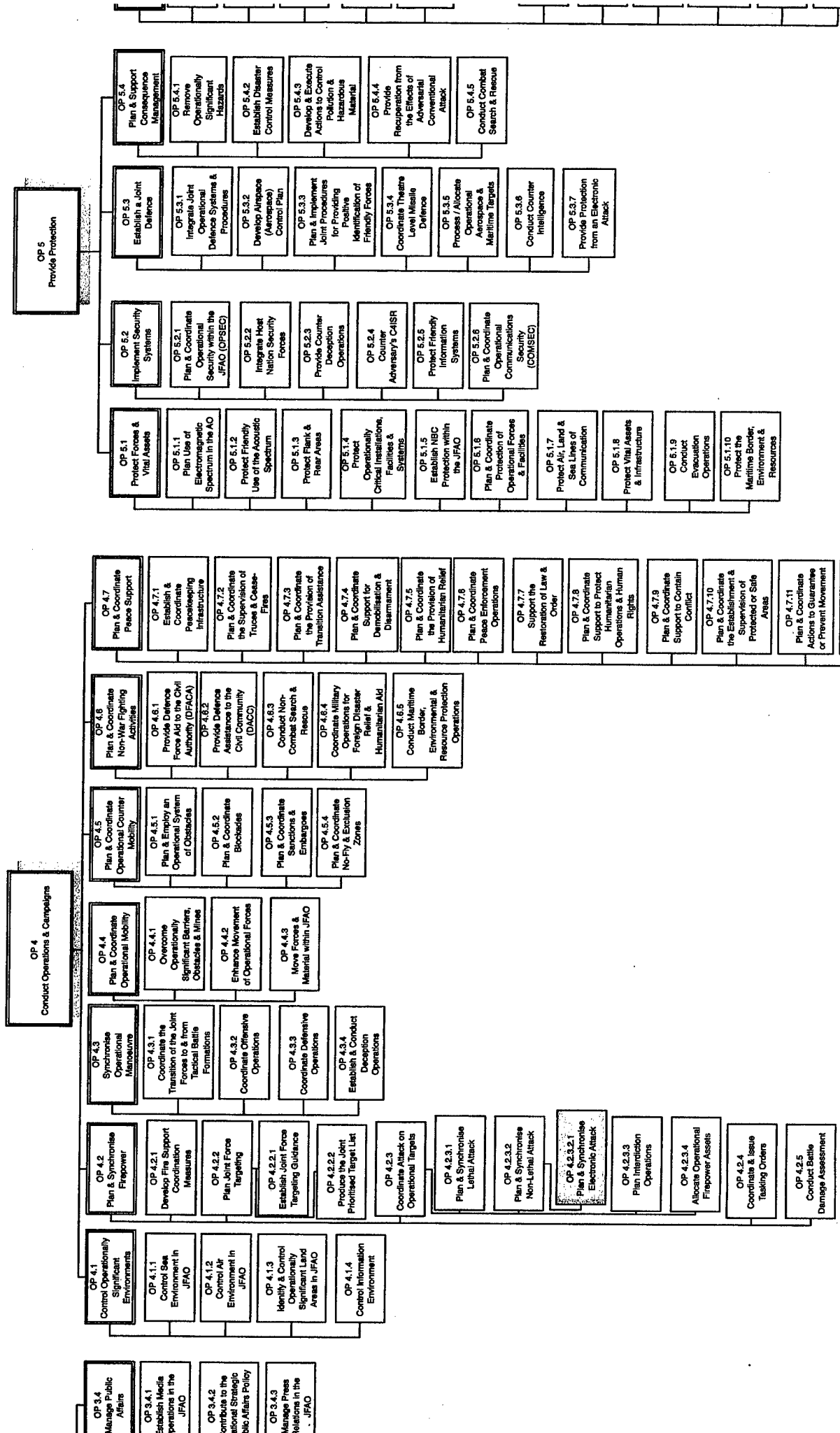


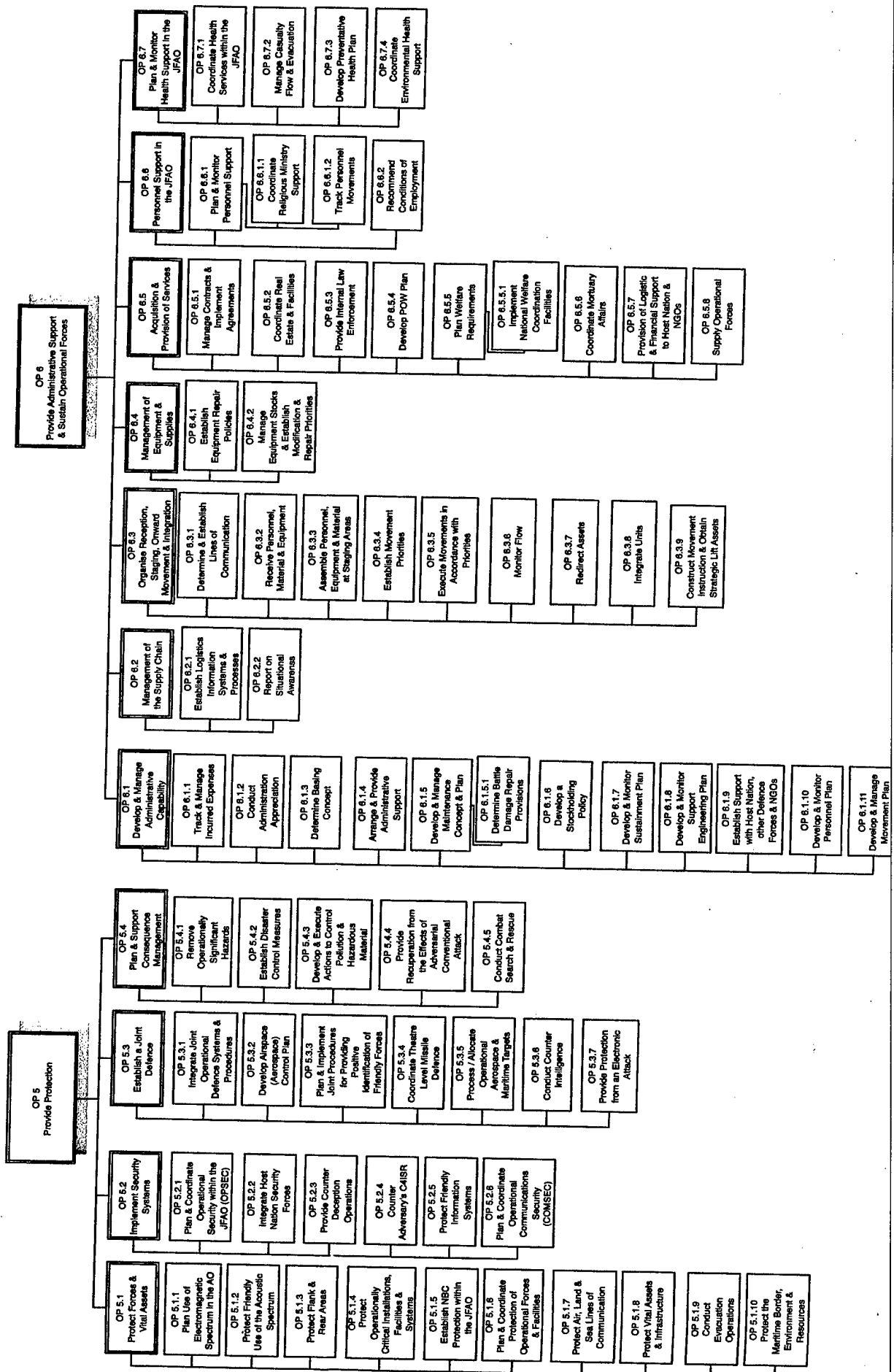
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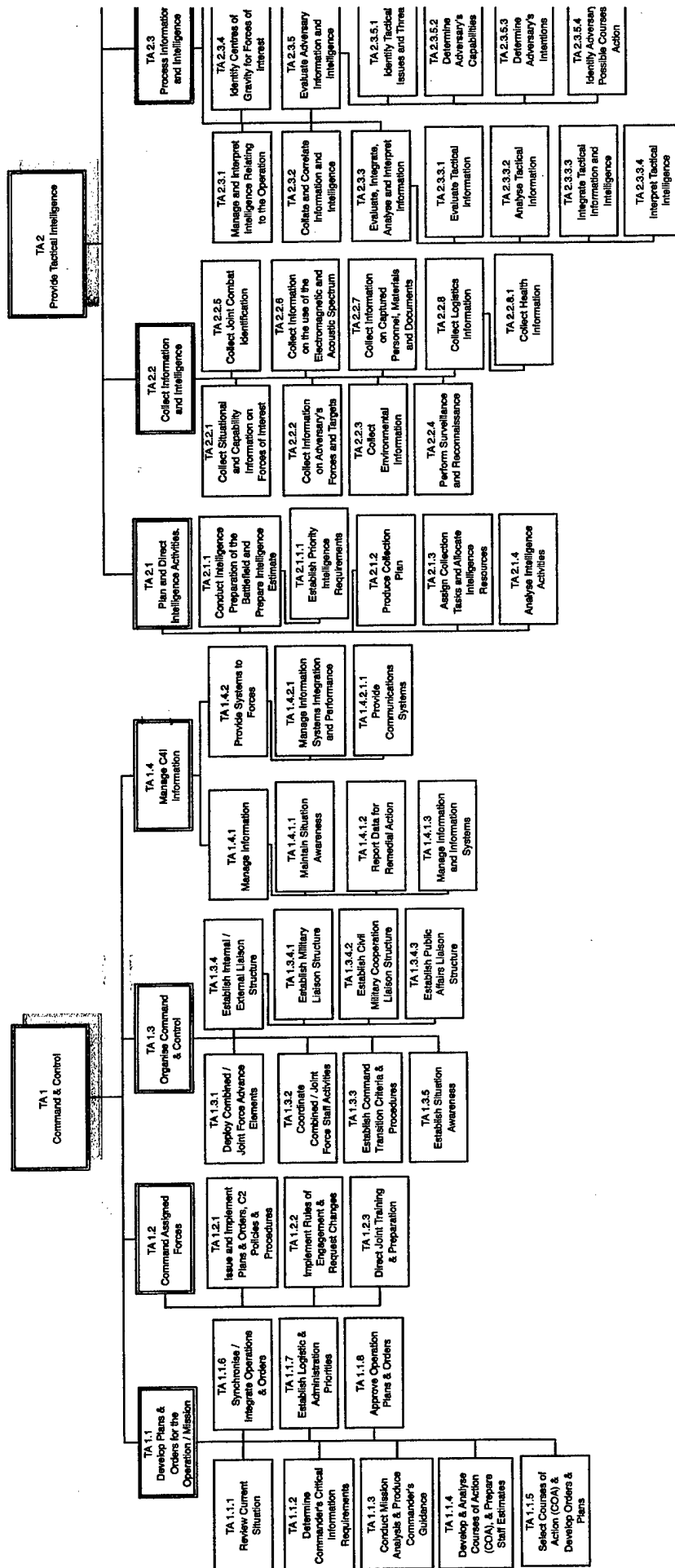




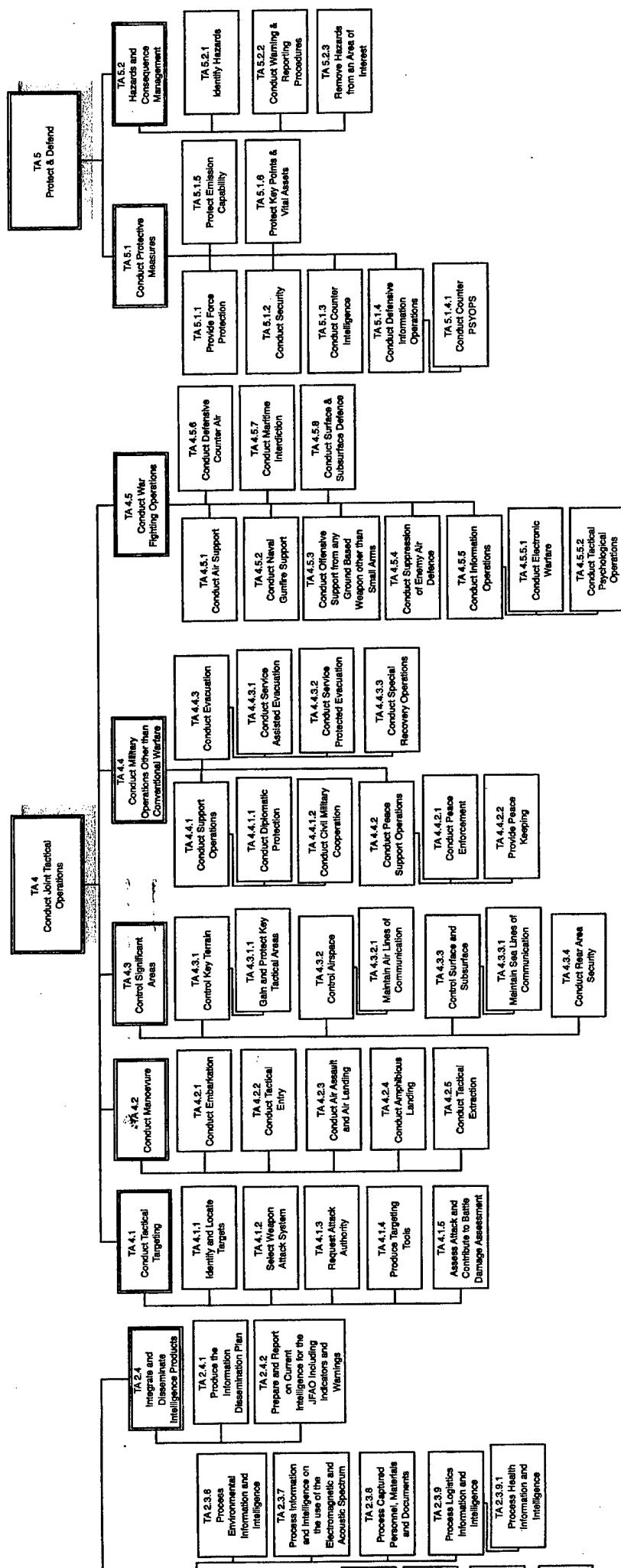
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